

MEMORANDUM FOR THE WHITE HOUSE STAFF SECRETARY AND CABINET SECRETARY  
August 22, 2017

FROM: Scott Hommel, Chief of Staff, U.S. Department of the Interior

SUBJECT: Interior Department Weekly Update for the Week of August 22, 2017

**DOI 30-Day Policy Look Ahead**

**Presidential Initiatives and Awareness**

- 1. MONUMENT REVIEW:** We are preparing the report to comply with Executive Order 13792 of April 26, 2017 calling for a review of National Monuments. The Secretary has visited 5 states and met with countless stakeholders to conduct the review. The report will give general recommendations. Specific recommendations will be submitted separately as draft proposals for the President's consideration. The Secretary has briefed White House staff on preliminary recommendations and advised the White House Chief of Staff on the Department's rollout plan.  
**Timing:** August 24, 2017  
**Contact:** Downey Magallanes, Acting Deputy Chief of Staff
- 2. NATIONAL PARK SERVICE FUNDING INITIATIVE:** August 25<sup>th</sup> is the 101<sup>st</sup> birthday of the National Park Service. The Secretary has submitted a funding initiative to OMB to create a maintenance account to address the \$11.5 billion in backlog maintenance. Addressing the backlog is critical to the park experience of over 300 million people every year. Secretary Zinke will announce his commitment to the parks on August 25<sup>th</sup> and requests POTUS involvement in the weeks after the event to announce a funding/restore our parks initiative.  
**Timing:** August 25, 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
- 3. NPS SENIOR PASS INCREASE:** The Department announced in July that beginning August 28, federal agencies would begin selling the new America the Beautiful Senior Pass, which allows lifetime access to certain federal lands. The new price for the Lifetime Senior Pass will be \$80, which is an increase from \$10. The annual senior pass will be \$20. This increase is mandated by the National Park Service Centennial Act, passed in December of 2016. Existing passes will be grandfathered.  
**Timing:** August 28, 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
- 4. CRITICAL MINERALS REPORT:** USGS will release a new report presenting resource and geologic information for 23 critical mineral commodities important to our national economy and national security, many of which are sourced entirely outside of the United States. This is the first update since the last assessment undertaken in 1973. The Department has proposed to the White House consideration of a draft Executive Order directing Interior to help coordinate the appropriate agencies to undertake a government-wide approach to facilitate the domestic mining and processing of critical minerals. Discussion on the contents of the E.O. is continuing. Interior is hosting a roundtable with mining executives on August 24 to discuss the issue.

**Timing:** August 2017

**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science

5. **VENTING AND FLARING RULE:** BLM will publish a proposed rule to suspend or delay requirements from the “Waste Prevention, Production Subject to Royalties and Resources Conservation” (Venting and Flaring) for 18 months until July 17, 2018. BLM is currently reviewing the final rule and wants to avoid imposing temporary or permanent compliance costs on operators for requirements that may be rescinded or significantly revised in the near future. The rule was sent to OMB on August 15, 2017.

**Timing:** Late August 2017 / Early September 2017

**Contact:** Vincent DeVito, Counselor to the Secretary for Energy Policy

### **Reports to Congress and Congressional Testimony**

1. **DOI RECEIVED TWO PERTINENT MINORITY OVERSIGHT REQUESTS:** The Department received two politically-driven requests from Minority members. One is from the House, the other from the Senate. The House letter from five Maryland Democrats requests the Secretary to remove the statue of Gen. Lee from Antietam National Battlefield. The Secretary recently visited Antietam to announce NPS Battlefield grants where he made comments specific to the statue. Three Democrat Senators (Carper, Heitkamp, and Udall) sent an oversight letter to Secretary Zinke requesting information on the Secretary’s decision to reassign SES staffers, how it aligns with Congressional intent, and whether or not tribes were consulted.

**Timing:** August 21, 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

2. **HILL NOTIFICATIONS FOR UPCOMING REPROGRAMMING REQUEST:** Pending OMB approval, the Department intends to notify the relevant authorizing and appropriating Committees (Senate Energy and Natural Resources, House Natural Resources, Senate Interior Appropriations Subcommittee, House Interior Appropriations Subcommittee) about the reorganization and realignment of the Office of the Special Trustee for American Indians (OST). DOI’s Program Management and Budget office and OMB are currently coordinating to secure approval. Notification to the Hill will entail formal letters and briefings for Committee staff, which OCL will coordinate.

**Timing:** September 2017

**Contact:** Amanda Kaster, Policy Adviser, Congressional Affairs

3. **SENIOR FWS OFFICIAL TO TESTIFY BEFORE THE SENATE HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS COMMITTEE:** Gary Frazer (Assistant Director for Ecological Services, U.S. Fish and Wildlife Service) will testify before the Permanent Subcommittee on Investigations regarding implementation of FAST-41. This provision was part of the FAST Act, which passed December 2015. The intent of the legislation is to coordinate the review process for infrastructure projects between all of the involved government agencies. This hearing is intended to highlight the reform and remind the Administration that this review process already exists as we seek to expedite/streamline the

environmental review process. This hearing was previously scheduled for July 26, 2017 but was postponed and has now rescheduled.

**Timing:** 10 am, September 7, 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

4. **DOI NOMINEES IN PROGRESS:** Brenda Burman (BOR), Susan Combs (A/S PMB) and Doug Domenech (A/S Insular Areas) had their confirmation on Thursday the 20th before the Senate Energy and Natural Resources committee and they were passed out of committee August 3, 2017. Joe Balash (Assistant Secretary, Land & Minerals) was officially nominated and is set to appear before the Committee for his nomination hearing on September 7, 2017. Ryan Nelson (Solicitor) was officially nominated Wednesday August, 2nd. His committee paperwork has been submitted and Committee plans to include him in the hearing on the 7th with Mr. Balash.

#### **Other/Awareness Only**

1. **DOI POSTPONES ADVISORY BOARD MEETINGS.** The Department is continuing to review the charter and charge of the more than 200 boards, committees, and advisory panels to ensure they are structured to receive maximum public input and comply with the Federal Advisory Committee Act. The Department spends more than \$10 million to facilitate these boards and many are not meeting their charter obligations, are not meeting regularly, and have little turnover or numerous unfilled positions. Meetings have been postponed until September 2017 following the Department's review unless justified on a case-by-case basis.  
**Timing:** September 1, 2017  
**Contact:** Lori Mashburn, White House Liaison
2. **COORDINATED LONG-TERM OPERATION OF THE CENTRAL VALLEY PROJECT (CVP) AND THE CALIFORNIA STATE WATER PROJECT (SWP)**  
Reclamation will announce a Notice of Intent (NOI) and Public Meetings for Reinitiation of Consultation under the ESA of the Coordinated Long-Term Operation of the Central Valley Project and the California State Water Project, based on new information regarding multiple years of drought and low populations of listed species. It is anticipated this joint NEPA and Endangered Species Act process will take three to five years to complete. This will dictate the operations of the CVP and SWP. In mid-September, pending Department approval, Reclamation will announce through a Federal Register publication the NOI and Public Meetings to be held in October.  
**Timing:** August 2017  
**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science
3. **CNN ANTIETAM NATIONAL BATTLEFILED STORY:** CNN will be at Antietam National Battlefield to film a features story about the battle, the upcoming 150th anniversary of Antietam National Cemetery on September 17, and projects that will be completed using President Trump's first quarter salary with additional funds from the National Park Foundation, Civil War Trust, and Save Historic Antietam Foundation.  
**Timing:** August 24, 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks

4. **DANEROUS URANIUM MINE DECISION:** BLM-UT's Monticello Field Office intends to issue a decision approving a modification to the plan of operations for the Daneros Uranium Mine in San Juan County. The proposed modification could increase ore production from 100,000 tons over seven years, to 500,000 tons over 20 years, and could generate up to 40 jobs. The mine is located just outside the current boundary of the Bears Ears National Monument.

**Timing:** August 28 – End of August

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

5. **ONSHORE OIL AND GAS PERMITTING ON FEDERAL LAND:** Throughout June, the Bureau of Land Management will hold online oil and gas lease sales.

- Colorado. On September 7, BLM-CO will hold an online oil and gas lease sale for 10 parcels totaling 1,227 acres in Cheyenne, Baca, Kiowa, Yuma, Morgan, and Weld Counties, CO.
- New Mexico. On September 7, BLM-NM will hold an online oil and gas lease sale for 62 parcels totaling 15,731 acres in Eddy, Chaves, Quay, Curry, Roosevelt, and Lea Counties, NM.
- Nevada. On September 12, BLM-NV will hold an online oil and gas lease sale for three parcels totaling 3,680 acres in Nye County, NV.
- Utah. On September 12, BLM-UT will hold an online oil and gas lease sale for 15 parcels totaling 4,438 acres in Juab County, UT.

**Timing:** August 15 – September 12, 2017

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

6. **ROSEBUD MINE ADDITION:** In mid-September, OSMRE anticipates publishing an NOA of a Draft Environmental Impact Statement (DEIS) for Western Energy Company's Rosebud Mine proposed Permit Area F. The proposed permit area, which is located near Colstrip, MT, would add 6,746 acres to the 25,576-acre surface coal mine. The mine currently employs 400 people and produces 12.3 million tons per year.

**Timing:** Mid-September 2017

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

7. **SECRETARY ZINKE INVITED TO THE EVERGLADES BY BIPARTISAN FLORIDA CONGRESSIONAL DELEGATION:** Sen. Rubio led a letter to Sec. Zinke inviting him to tour the Everglades as soon as possible. No policy position touted within the letter, other than the importance of the Everglades to Florida. No date has been confirmed, but the Secretary has made it a priority. He would like to discuss the issue with Sen. Rubio over the phone in the immediate future before any trip is scheduled.

**Timing:** TBD, Early November or December dates have been proposed

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

8. **SECRETARY ZINKE HAS BEEN INVITED BY SENATOR CASSIDY TO VISIT LOUISIANA AND THE GULF STATES:** Official invite was received July 28, 2017 from Senator Cassidy's staff for the Secretary to tour the Gulf States and personally see the offshore oil industry, restoring the coast and the benefits of GOMESA. This is in reaction to the FY18



Budget proposal to eliminate state revenue sharing for the Gulf States. Secretary Zinke had two exchanges on this topic during his House and Senate budget hearings with Sen. Cassidy and Rep. Graves. In addition, he hosted members of the Louisiana and Texas delegations to discuss GOMESA and they reiterated the issue and reaffirmed their invite to the Secretary.

**Timing:** TBD

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

### **Other Significant Rulemakings and Actions**

**1. PUBLIC PRIVATE PARTNERSHIP/RECREATION TASK FORCE:**

Secretary Zinke will visit Great Smokey Mountains National Park with Senator Lamar Alexander (TN) on Friday August 25<sup>th</sup> to celebrate the 101th Birthday of the National Park Service. The secretary will announce the formation of a new task force dedicated to recreational access on public lands. Sec. Zinke will also discuss plans to address the maintenance backlog.

**Timing:** August 25, 2017

**Contact:** Marshall Critchfield, Advisor, Assistant Secretary of Fish and Wildlife and Parks

**2. IMPORTS OF AFRICAN ELEPHANT TROPHIES FROM ZIMBABWE:** The Fish and Wildlife Service (FWS) plans to publish in the *Federal Register* a change to the permitting status for imports of African elephant trophies from Zimbabwe. After receiving information from Zimbabwe on a number of substantial improvements to their management program and elephant conservation efforts, FWS has determined that taking of African elephant trophy animals in Zimbabwe on or after January 21, 2016 (the date that Zimbabwe's new management plan was officially adopted) through 2017 would enhance the survival of African elephants, and import permits can be issued for these trophies.

**Timing:** August 2017

**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks

**3. GATEWAY WEST TRANSMISSION LINE:** This week BLM will issue a Notice of Intent for an Environmental Assessment to propose an alternate route for the Gateway West Transmission Line in Idaho. The line's current route cuts through neighborhoods and populated areas in order to avoid a National Conservation Area. The FY2017 funding bill included legislation rerouting the line away from the current controversial route.

**Timing:** August 24, 2017

**Contact:** Kathy Benedetto, Senior Advisor, Bureau of Land Management

**4. MINUTE 323 – U.S./MEXICO COOPERATION ON THE COLORADO RIVER.**

The Colorado River is shared among seven states in the U.S., and is also shared between the U.S. and Mexico. The Colorado is experiencing an extended period of historic drought since 2000 and a Drought Contingency Plan is being developed amongst states. Negotiations have been underway for a 9-year agreement with Mexico to provide operation certainty regarding deliveries to Mexico, referred to as "Minute 323," to include reductions and water savings at specific Lake Mead elevations, investment to conserve Colorado River water supplies, and enhancement of environmental and riparian resources. The U.S. State Department is proceeding with their

clearance process so that DOI can proceed with review and clearance of the domestic agreements, to finalize and adopt the domestic agreements that are necessary to implement Minute 323 by the end of September 2017.

**Timing:** September 2017

**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science

5. **CAPE WIND.** In early September, BOEM plans to publish the Record of Decision for the Final Supplemental Environmental Impact Statement (SEIS) for the Cape Wind Project. The Final SEIS will supplement the 2009 Final EIS and is being prepared pursuant to a remand order from the D.C. Circuit Court.

**Timing:** Early September

**Contact:** James Schindler, Special Assistant Bureau of Ocean Energy Management

6. **NAVAJO GENERATING STATION.** On July 2, the Navajo government approved a two-year lease extension for continuing operation of the Navajo Generating Station through 2019. The Department's Bureau of Reclamation is a part owner of the power generated by the plant and thus the Administration has a role in the ultimate decision associated with the plant. Interior is helping to identify a possible future owner to keep the plant generating power indefinitely, since the current owners will exit the plant at the end of 2019. On July 19, Navajo representatives met with the Bureau of Reclamation and requested another stakeholder meeting. A multiple stakeholder meeting is being discussed for September. On July 28, Peabody Energy and Lazard (investment banking) met with representatives from DOI to discuss potential of investors. Initial discussions sound positive and Lazard hopes to have initial bid proposals by mid-September.

**Timing:** September 2017

**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science

### **Release of High-Profile Grants**

1. **URBAN PARTNERSHIP GRANTS:**

National Fish and Wildlife Foundation (NFWF) in cooperation with US Fish & Wildlife, will award over \$2 million in grants under their Five Star and Urban Waters Restoration Program. The grants fund multiple federal initiatives, including new and existing Urban Wildlife Refuge Partnerships and Urban Bird Treaty cities. NFWF will make its initial announcement and FWS will follow the next day.

**Timing:** August 31, 2017

**Contact:** Marshall Critchfield, Advisor, Assistant Secretary for Fish and Wildlife and Parks

2. **CENTENNIAL CHALLENGE PROJECTS:** The NPS will announce the award of \$18 million in Centennial Challenge projects. Many of the projects accomplish deferred maintenance projects, and all represent public-private partnerships, since each project requires a minimum 50/50 match with non-Federal funds.

**Timing:** August 2017

**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks

3. **NORTH AMERICAN WETLANDS CONSERVATION ACT (NAWCA) GRANTS:** The FWS will announce the Migratory Bird Conservation Commission (MBCC), chaired by

Secretary Zinke, that will approve funding for the first round of FY 2018 NAWCA grants, as well as land acquisitions and lease agreements for national wildlife refuges using Migratory Bird Conservation Fund money. The MBCC will also hear a report on NAWCA small grants, which were approved by the North American Wetlands Conservation Council earlier this year.

**Timing:** September 6, 2017

**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks

### Key Events for Upcoming 30-Days

#### Travel by Secretary

- August 24      **Secretary Zinke** tentatively traveling to Montana with Secretary Purdue to visit forest fire at Lolo National Forest.
  
- August 25      **Secretary Zinke** traveling to Tennessee and on to North Carolina to visit Smoky Mountains National Park and Blue Ridge Parkway National Park to give Founders Day remarks.
  
- September 9-10      **Secretary Zinke** will attend the Cabinet Meeting.
  
- September 10-11      **Secretary Zinke** will travel to Pennsylvania to visit Flight 93 National Memorial.
  
- September 12      **Secretary Zinke** will travel to Pennsylvania to visit Valley Forge National Battlefield.
  
- September 13      **Secretary Zinke** will travel to Pennsylvania to visit Independence National Historic Park.
  
- September 14-15      **Secretary Zinke** will travel to New York and New Jersey to visit New York City and the Gateway National Recreation Area.
  
- September 20-21      **Secretary Zinke** will travel to Missouri to attend the Johnny Morris Wonders of Wildlife Museum Celebration.
  
- September 22      **Secretary Zinke** will travel to Texas to attend the National Rifle Association's Women's Leadership Forum Summit.

**To:** Andrea Travnicek[andrea\_travnicek@ios.doi.gov]; Karen Rae[karen\_rae@ios.doi.gov]; Ryan Nichols[ryan\_nichols@ios.doi.gov]  
**From:** Lukas, William  
**Sent:** 2017-08-22T13:49:26-04:00  
**Importance:** Normal  
**Subject:** FYI: QFRs from HNR Budget hearing - Department of the Interior's Spending Priorities and the President's Fiscal Year 2018 Budget Request  
**Received:** 2017-08-22T13:50:14-04:00  
[HNRC.BOR.USGS.OIA.FWS.BOEM.BSEE.BIA.Responses.for Dept Review JMO edits.docx](#)

FYI

Attached for you information are draft responses to over 100 QFRs from Secretary Zinke's budget hearing before the House Natural Resources Committee. Virtually all of the QFRs are unrelated to the USGS and we were mentioned in only a handful of questions/responses, and even then only at a very high, general level. DOI/OCL took the lead drafting these responses and, just as before, they are very brief and written in plain language. The full set is attached.

Of note the response to QFRs #84-85 (Grijalva) at the end of p.21 asking about the removal of "climate change" from a news release, which USGS comms concurs with, and some minor edits to QFR #1 (Hanabusa) on p.25 only to include reference to Hawaii. (inserted below).

These will be forwarded to OCL by today's 3pm deadline. Thanks.

**Grijalva #84-85**

**U.S.G.S. Climate Change Report:**

In May of this year, the Washington Post reported that officials within the Interior Department ordered employees at the United States Geological Survey (USGS) to remove a reference to climate change from a press release announcing the publication of a new study on sea level rise and coastal flooding. Scrubbing this press release over the objections of some of the scientists involved in the study deprived media outlets and the general public of the context of the study. In order to prevent future abuses of this kind, I request responses to the following questions:

**Question 84.** Did Acting Deputy Secretary of the Interior James Cason, or anyone in his office, or at the Office of Management and Budget, review the USGS press release before it was issued?

**Question 85.** If so, who made the decision to remove the line reported by the authors of the study to read: "Global climate change drives sea-level rise, increasing the frequency of coastal flooding."?

**Question 86.** If not, what was the highest level Departmental office that reviewed and edited the press release?

**Response to Qs 84-86:** The U.S. Geological Survey announced the findings of the study entitled, *Doubling of Coastal Flooding Frequency Within Decades Due to Sea-Level Rise* in a May 18, 2017, press release consistent with existing practices for all Departmental press releases. The press release aimed to summarize the overall findings of the report, and did not undermine the study findings, as evidenced by the opening line of the study's abstract, which stated, "[g]lobal climate change drives sea-level rise, increasing the frequency of coastal flooding."

H**anbusa #1**

**Question 1.** The U.S. Geological Survey's natural hazards programs are critical for communities across our nation to understand the science behind natural disasters and how we can best prepare for them. The Earthquake Hazards Program and the Volcano Hazards Program as examples today, since they are of particular importance to Hawaii. These programs use science and technology to monitor signs of activity to help ensure the public is given ample warning of an earthquake, tsunami, or volcanic activity, so that proper precautions can be taken to reduce the amount of damage and loss of lives.

Your budget seems to reflect the opposite. On cuts to the Earthquake Hazards Program, it says "This reduction would diminish the EHP's ability to execute its core activities..." On cuts in the Volcano Hazards Programs, it says "This reduction would diminish the VHP's ability to execute its core activities to provide forecasts and warnings of hazardous volcanic activity at volcanoes in the United States with the current monitoring networks," among other things.

These proposed cuts are deeply concerning. Although they are not large, they could have serious consequences, especially if these cuts hinder these programs' abilities to "execute its core activities".

a. Please explain the rationale behind these proposed cuts.

**Response:** For 2018, the Administration identified areas where the federal government could reduce spending and also areas for investment, such as addressing the maintenance backlog across the national park system and increasing domestic energy production on federal lands. The 2018 budget requires restrained spending in order to meet the goal of balancing the budget within 10 years. The 2018 budget request focuses on core capabilities to provide forecasts and warnings of hazardous volcanic activity with current monitoring networks, including in Hawaii; produce updated hazard assessments for high-threat volcanoes; and to revise the national volcano threat level assessment. The budget maintains support for robust national and regional earthquake monitoring and reporting, including in Hawaii.



Bill Lukas | 202-208-4457

USGS Liaison to Water & Science

[asws\\_liaison@usgs.gov](mailto:asws_liaison@usgs.gov)

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

**Questions from Rep. McClintock**

**Question 1.** There are some 150 conservation corps across the nation. These corps have a long tradition of stewardship of our public lands and waters. By partnering with corps, land managers leverage their budgets with cost-effective projects that reduce the multi-billion-dollar maintenance backlog, remediate wildfires, curb the spread of invasive species, improve access to public lands, build and maintain trails, and ensure good fish and wildlife habitat for enthusiasts, hunters, and anglers.

**Q: Are you aware of any impediments that have limited growth of this program?**

**Response:** Interior bureaus have a long history of collaborating with a wide variety of volunteer groups, education partners and youth organizations including conservation corps. These partnerships assist land managers in maintaining resources in a cost effective manner while providing participants with developmental jobs skills training and education.

**Questions from Rep. LaMalfa**

**Question 1.** As we all know, the Endangered Species Act is in need of significant reforms, with the success rate of species' moving from endangered to fully recovered around 1-3%. In my district, the Service's own scientists recommended delisting the Valley Elderberry Longhorn Beetle, yet it remains listed today and imposes major costs to flood protection and other projects.

Listing of other species, like the Sierra Nevada Yellow-legged Frog, has resulted in such low-impact events as a trail run being canceled. Federal agencies actually believed humans running on existing trails could negatively impact listed frogs. What is the Fish and Wildlife Service doing to review the listing status for threatened or endangered species which have been recommended for delisting, like the Valley Elderberry Longhorn Beetle?

**Response:** I agree that ESA is in need of reforms and modernization so it can operate in a more effective manner, which is why the Department has testified before this committee in support of certain bills proposed by your colleagues. The FWS delists and down-lists species when their status changes and resources are available. Getting species off the list due to recovery is a priority, and allows us to focus our attention and resources on species that need attention. The pace at which delistings and downlistings occur is dependent on resources devoted to on-the-ground recovery implementation and the progress toward recovery of individual species, as well as on the complexity of status reviews and rulemakings. A total of \$225.2 million is proposed in the President's FY 2018 budget request to implement the ESA and related programs under FWS's Ecological Services program, of which \$79.6 million is for recovery of species listed as threatened or endangered under the ESA. At these funding levels, the FWS will continue to address approximately 50 species that have been identified for potential delisting or downlisting

Formatted: Font: (Default) Times New Roman

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

under the ESA based upon recent 5-year status reviews. FWS plans on making final determinations for six species currently proposed for delisting in FY 2018.

**Question 2.** Last year, we saw the Fish & Wildlife Service and National Marine Fisheries Service issue conflicting requirements for the operation of Shasta Dam, one demanding higher water releases, the other demanding lower releases. These proposals would have dramatically reduced water supplies for homes and farms.

Could centralizing responsibility for ESA-listed species with the Fish & Wildlife Service prevent conflicting directives like these? For example, having the Fish & Wildlife Service subsume the responsibilities of the National Marine Fisheries Service?

**Response:** This Administration is examining all options to better align agency resources in the field both within Interior and across the Federal government in order to reduce administrative duplication and better leverage taxpayer dollars. This review includes consolidating Interior bureaus with other Federal agencies. The Administration is pursuing near and long-term strategies to achieve a leaner, and more accountable and efficient government.

**Questions from Rep. Jody Hice**

**Question 1.** As you are aware, President Trump has asked for an all-hands-on-deck approach to offshore research and development, and you yourself signed an order on May 1, 2017 directing Interior to look at the entire Gulf of Mexico region for potential drilling sites. However, A.M. Kurta, acting Under Secretary of Defense for Personnel and Readiness, sent a letter to Rep. Matt Gaetz (R-FL), on April 26, 2017, stating his belief that military training and related exercises in the eastern Gulf necessitate a continuation of Congress's ban on drilling in the area.

- **Eastern Gulf Of Mexico – Shared Use with DOD**

- As a Navy SEAL Commander, you have a strong understanding of the need for military preparedness. How do you reconcile the mission of your Department to promote responsible federal offshore development with the DOD's mission of military preparedness? Can the two coexist if the moratorium is lifted?

**Response:** Yes, oil and natural gas exploration and development can coexist safely on the OCS, including in the Eastern Gulf of Mexico. This is made evident by the fact that in the Central Gulf of Mexico Planning Area (CPA) there are 822 active leases, 36% of all leases in the CPA reside within DoD operations or warning areas. The CPA contains the highest amount of oil and gas production on the OCS. Another example is that out of the 23 total platforms on the Pacific OCS, 11 reside within a DoD equity area. I am not aware of the DoD working directly with industry to provide access, but the Department and the Bureau of Ocean Energy Management work closely with the DoD to identify those areas that industry may gain access to via the

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

offshore oil and gas leasing process and to develop lease terms and conditions that protect DoD interests.

- In the Eastern Gulf of Mexico, military preparedness operations coincide with potential oil and gas development. This requires constant, open communication and an understanding and respect for the mission of both Departments occupying the land. How will you coordinate with the DOD to ensure mutual, responsible management of the Eastern Gulf of Mexico?

**Response:** As with all offshore leasing programs and initiatives, BOEM works closely with DoD under a Memorandum of Agreement that facilitates the coordination of mutual concerns on the Outer Continental Shelf. DoD is consulted early in the leasing program development process and collaboration is maintained all the way through the individual lease sale execution.

- **The Bureau of Ocean Energy Management's (BOEM) "National Oil and Gas Leasing Program" (previously known as the 5-Year Plan)**

- You've called a new five year plan, now known as a "National Oil and Gas Leasing Program." How will the new plan differ from the previously approved plan?

**Response:** The new plan is being developed under the same process prescribed by OCS Lands Act as all other recent five year programs. As we are very early in the new program development it is not possible to say if, or how, the new program may differ from the current approved program.

- **Atlantic**

- In order to responsibly manage our nation's natural resources, we must first account for what we have. Please explain the importance of conducting geological and geophysical research in our offshore areas, and how we can use this information to make informed decisions regarding resource management.

**Response:** The main objective of the acquisition and analysis of geological and geophysical data is the development of maps that can guide and inform our work on the OCS. This is done by incorporating the data acquired through G&G surveys and analyzing technical information, which develops a basic knowledge of the geologic history of an area and its effects on hydrocarbon or strategic/critical minerals generation, distribution, and accumulation within the planning area. G&G surveys are not used exclusively for oil and gas exploration. Seismic surveys, which include geologic coring, are also helpful in identifying sand used for restoration of our Nation's beaches and barrier islands following severe weather events and for protecting coasts and wetlands from erosion. Recent examples of BOEM's sand restoration projects include New Jersey, where Long Beach Island has been restored in response to erosion caused by

Formatted: Font: (Default) Times New Roman



**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

Hurricane Sandy and Louisiana, where 1,100 acres of marsh, dune, and beach habitat at Whiskey Island have been reconstructed. Seismic and geologic coring surveys also provide information that is vital to the siting and development of offshore renewable energy facilities. G&G surveys also help to advance fundamental scientific knowledge and are currently conducted in the Gulf of Mexico and in countries around the world.

**Questions from Rep. Thompson**

**Question 1.** Last year, EPA finalized a rule on Privately-Owned Treatment Works (POTWs). Since then, I've weighed in with the agency to express great concern over its impact on treatment facilities in Pennsylvania that appear to be inadvertently caught up in the regulation. Although the rule was intended for unconventional production, I've heard a lot of concern that water derived from conventional production will also be subject to the regulation due to a lack of definitions and the individual basins cited in the rule.

What is EPA doing to correct this problem and ensure that conventionally-derived wastewater is not subject to the POTW rule?

**Response:** Because this matter falls under the jurisdiction of the Environmental Protection Agency and not the Department of the Interior, we defer to the EPA for a response to this question.

**Question 2.** I would like to request an update on the status of the remedial action at the Folcroft Landfill, a property which was purchased by the US Department of Interior in 1980 and incorporated into the John Heinz National Wildlife Refuge under legislative authority provided by Congress. In 2001, the property was added to the National Priorities List (NPL). Congress initially appropriated \$11 million for the development of the Refuge, and then increased funding to \$19.5 million for expansion, including acquisition of the Folcroft Landfill (PL 96-315). The legislative history of the Refuge indicates that Congress intended a portion of the funds to be directed toward investigation and on-going maintenance of the Folcroft Landfill (PL 99-191). Guidance from the EPA requires the Agency to consider future land use in the selection of a remedy. What communication has the Department of Interior had with the EPA regarding the selection of a remedy for the Folcroft Landfill? What remedies are under consideration? Are the remedies under consideration by EPA consistent with the future use of the property outlined in the John Heinz National Wildlife Refuge's 2012 Comprehensive Conservation Plan?

**Question 3.** What is the timeline for implementation of a remedy? What role will the Department of Interior play in the remediation effort? Can you provide an estimate of the cost of the remediation? What will be the contribution from the Department of Interior and other federal agencies that have been identified as potentially responsible parties? Are any of the \$19.5 million appropriated by Congress still available to fund this effort, or will additional appropriations be necessary?

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

**Question 4.** What measures must be put in place by the Department of Interior to maintain the property once remediation efforts have been completed?

**Response to Qs 2-4:** During the 1980s and 1990s, the EPA and FWS undertook several investigations of contamination within the Folcroft Landfill and issued several reports of their findings.

EPA entered into an Administrative Settlement with a subset of private potentially responsible parties, known as the Folcroft Landfill Steering Committee (PRP Group), to perform a Remedial Investigation/Feasibility Study (RI/FS), pursuant to the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA). The RI/FS work is being conducted by the PRP Group with EPA oversight and in coordination with the FWS. The Draft RI report, dated May 2017, was submitted to EPA and FWS for review. Comments are currently being compiled and will be forwarded to the PRP Group for inclusion in the final document. Once the RI is completed, the FS, which discusses and evaluates potential remedies for the Folcroft Landfill, will be performed and a FS Report will be produced for the agencies' review and comment. It is anticipated the draft FS Report will be submitted for review in 2019 or 2020. Once alternatives have been evaluated, EPA will select a preferred remedy for the site in a Proposed Plan, which will be made available for public review and comment. Upon receipt of public input, EPA will publish a selected remedy in a Record of Decision. The FS Report and Proposed Plan should have information regarding estimated costs for the various remedy alternatives.

An integral part of the CERCLA process is the identification of "legally applicable or relevant and appropriate standard(s), requirement(s), criteria, or limitation(s)" (ARARs) pursuant to the Section 121(d). In May 2016, FWS provided EPA and the PRP Group with ARARs for the Folcroft Landfill that include the Refuge's 2012 Comprehensive Conservation Plan (CCP) and other relevant documents to be considered with respect to future use of the Refuge. FWS has emphasized that any response action selected for the site must comply with these requirements in order to be compatible with the intended purpose and future use of the Refuge. In addition, the Department issued an Environmental Compliance Memorandum applicable to CERCLA response actions on Department-managed lands; it states that the Department must concur with a remedy that another agency selects for Department-managed land, in order to grant access for implementation of that remedy. This should ensure that FWS and the Refuge have an adequate voice in determining the remedy for the Folcroft Landfill, including ensuring that future land uses are appropriately considered.

Once a remedy has been selected for the Folcroft Landfill, EPA, FWS, the PRP Group, and any other appropriate parties, will negotiate the terms of funding and implementing the remedy. FWS does not immediately have a response for the inquiry regarding the funds appropriated from Congress in 1972 (P.L. 92-327), 1976 (P.L. 94-548), and 1980 (P.L. 96-315), "for acquisition of the Tinicum National Environmental Center, for construction of environmental

Formatted: Font: (Default) Times New Roman

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

educational center facilities, and for other development projects on the Center,” (P.L. 96-315 July 25, 1980) but a search has commenced for records from that time period to confirm the expenditures for these expressed purposes.

Once a remedy has been implemented, FWS will amend its CCP to include any necessary restrictions on activities (such as actions that could disturb the integrity of the remedy), so that the proper institutional or engineering controls are memorialized.

**Questions from Ranking Member Grijalva**

Tribal Climate Resilience:

**Question 2.** Are American Indian and Native Alaskan communities facing profound challenges to their culture, economies, and livelihoods because of climate change?

**Response:** The Department is working to support tribal governments and trust land managers through the Bureau of Indian Affairs’ Tribal Resilience Program (TRP) with training, data, tools and access to technical experts in order to understand the vulnerabilities of these communities and identify risk management strategies. Coastal tribes in particular face risk management challenges ranging from harmful algal blooms, to ocean acidification, degrading ecosystems, changes in food availability, and storm surge and disaster recovery.

**Question 3.** Would you agree that the federal government has an essential and unique role in helping tribal nations prepare for and adapt to the impacts of climate change on their land and natural resources?

**Response:** As indicated in the response to the previous question, the Department fills an important role through the TRP, which coordinates with other federal, tribal, and state partners to invest in information and tools needed to support managers, thus enabling tribal and trust managers to implement strategies for resilient communities and to encourage cooperative solutions.

**Question 4.** Why does this budget eliminate the Tribal Climate Resilience program?

**Response:** Support for ocean and coastal management for tribes through the TRP is similar to the climate resilience focused efforts including tribal participation in ocean and coastal planning, vulnerability assessments, monitoring, and training.

**Question 5.** The Bureau of Indian Affairs’ Tribal Climate Resilience Program was one of the few programs at BIA with the word ‘climate’ in its name. As of last week, the word ‘climate’ has

Formatted: Font: (Default) Times New Roman

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

been removed from the title of the BIA program. Did you direct your staff to not use "climate change," in written memos, briefings or other written communication?

**Response:** No, Department staff have not been directed in this manner. As an example, climate change continues to be listed as a priority on the Department's official website.

**Question 6. Did the President direct your staff to not use "climate change," in written memos, briefings or other written communication?**

**Response:** No.

Regional Biosecurity Plan for Micronesia and Hawaii:

Question 7. The National Invasive Species Council is located within the Department of the Interior and is responsible for coordinating the Regional Biosecurity Plan for Micronesia and Hawaii. Will you commit the Department of Interior to full participation in implementing the Regional Biosecurity Plan?

**Response:** The Department understands the importance of biosecurity in the Pacific region, and we continue to support the intent and scope of the Regional Biosecurity Plan, which supplements ongoing activities at the Department to deal with invasive species. The Department is coordinating with NISC and other relevant federal agencies to update to the Regional Biosecurity Plan.

Poaching and Trafficking:

**Question 14.** As a Member of the House of Representatives and now as the Secretary you have said that the Interior Department needs more scientists in the field and fewer lawyers. However your Fiscal Year 2018 budget request decreases full-time staff for the Bureau of Land Management by 11.3%, the National Park Service by 6.4%, and the U.S. Geological Survey by 13.7%. Employees of these bureaus include biologists, geologists, chemists, forestry technicians, and other scientists. Conversely, the Office of the Solicitor – an office comprised almost entirely of lawyers – would add three full-time positions under your proposed budget. How does your budget proposal comport with your statements that the Department needs more scientists and fewer lawyers?

**Response:** The goal is to create a more efficient government that effectively delivers programs of the highest importance to the public. I have tasked my team to review all programs across the Department to determine if there is duplication, and if so, how best to consolidate. This review process remains ongoing.

Formatted: Font: (Default) Times New Roman

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

Science-based Decision-making:

**Question 15.** Mr. Secretary, when you were still on this Committee, you stated in a 2015 hearing that with respect to the Interior Department’s decision-making process, “I think we need to be more science-based and less politics, and that would be helpful.” However your budget includes significant cuts to numerous scientific programs that conduct vital scientific work. Do you have any science-based evidence that the threats facing our nation’s land, water, and wildlife from climate change have decreased to the point that these cuts are appropriate?

a. Do you believe that the cuts within your budget will allow decisions made by the Department of the Interior to be more science-based?

**Response:** As I said at the hearing, in order to reach a balanced budget the Department had to make difficult decisions. I believe it will encourage the Department and its bureaus to be innovative when identifying ways to better manage programs and increase revenues. It is also a focused budget that will allow the Department to maintain its assets, offer a world-class experience on public lands, promote economic growth, and continue to provide unbiased, multi-discipline science for use in understanding, mapping, and managing natural resources.

**Question 16.** Your proposed budget includes significant funding cuts for programs that fight poaching and trafficking. It reduces the Fish and Wildlife Service law enforcement and international affairs accounts, and slashes the Multinational Species Conservation Funds by nearly 20 percent. Do you have a plan for how to continue making progress in the fight against wildlife crime under these circumstances?

**Response:** The budget proposal maintains sufficient capacity to enforce wildlife laws; halt the poaching of some of the world's most iconic species, such as elephants and rhinos, by stopping illicit trade; ensure sustainable legal trade; and reduce demand for illegal products.

Damage to National Wildlife Refuge Property:

**Question 17.** Your budget includes a request for authority for the Fish and Wildlife Service to seek compensation from people who damage National Wildlife Refuge property. Both the Park Service and NOAA have similar authority. Why is it important for the Fish & Wildlife Service to have this authority?

**Response:** This authority is important because when Refuge System resources are injured or destroyed, the costs of repair and restoration falls upon the appropriated budget for the affected refuge, often at the expense of other refuge programs. Competing priorities can leave the Service’s work undone until the refuge obtains appropriations from Congress to address the injury. This delay may result in more intensive injuries, higher costs, and long-term degradation

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

of publicly-owned Service resources. The public expects that refuge resources, and the broad range of activities they support, will be available for future generations.

**National Wildlife Refuge System:**

**Question 18.** Do you believe the proposed funding levels for Refuges are consistent with your vision of increasing access to America's public lands, while also managing and expanding the Refuge System to protect and enhance America's wildlife resources?

**Response:** Yes. Through the National Wildlife Refuge System, the Service continues the American tradition, started by President Theodore Roosevelt in 1903, to protect fish and wildlife and their habitats and to provide recreation opportunities for hunting, fishing and other outdoor recreation. The proposed budget maintains a commitment to provide outdoor recreational opportunities in both rural and urban or suburban settings, as well as to support the vital role of volunteers on our Refuges.

**Assistant Secretary for Insular Affairs:**

**Question 19.** When you do anticipate we will see the nomination of an Assistant Secretary for Insular Affairs? This is a priority for the people of the territories because it represents the equal treatment of their concerns with the Department's other programs and priorities.

**Response:** The President nominated Doug Domenech to be Assistant Secretary for Insular Areas on June 29, 2017. His nomination is currently awaiting a confirmation vote by the full Senate.

**Question 20.** According to news reports, around three dozen Senior Executive Service (SES) staff within the Interior Department have received notices that they have been reassigned and transferred into new positions within the Agency. At the earliest possible time that you can disclose information while respecting privacy concerns, please provide answers to the following questions:

- a. How many SES employees have been sent letters informing them that they were being transferred into new positions?
- b. How many of these employees requested those transfers, and with how many employees were the transfers discussed, before the letters were sent?
- c. What are the names and current positions of the employees who have received these letters? What positions are they being transferred into?
- d. Please provide copies of these letters.

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

- e. Of the individuals who have already received letters, identify those that work in the Washington D.C. metropolitan area and are being moved to positions outside the Washington D.C. metropolitan area.
- f. Of the individuals who have already received letters, identify those that work outside the Washington, D.C. metropolitan area and are being moved to positions inside the Washington, D.C. metropolitan area.
- g. Of the individuals who have already received letters, identify those that work in the Washington, D.C. metropolitan area and are being reassigned to positions within the Washington, D.C. metropolitan area.
- h. Once the complete relocation costs for each employee being relocated is known, including any assistance for selling an employee's home, please provide the complete permanent change of station (PSC) move figures for each employee, their spouse, and dependents to the Committee.
- i. Will you be sending similar letters to more SES employees in the coming months?
- j. In total, how many SES employees do you expect to reassign and transfer?
- k. As is recommended by the Office of Personnel Management, are these reassignments linked to individual Executive Development Plans for each employee? For any employee where the transfer is consistent with information contained in their Executive Development Plan, please provide information on how the transfer is consistent with the Plan to the Committee.
- l. For any employee where the transfer is not consistent with information contained in their Executive Development Plan, please provide the analysis that was conducted or information that was reviewed in order to make the determination to transfer that employee.
- m. Do you subscribe to the belief that there is a "deep state" operating within the Federal Government?
- n. Are Interior Department SES employees a part of the "deep state"?

**Response:** The Senior Executive Service is intended to be a corps of versatile, senior Departmental staff. When Congress created the SES corps, the intent was to construct a mobile cadre of Executives. Rotation of SES staff provides an opportunity to improve talent development, mission delivery, and collaboration, and facilitates problem-solving and effective decision making. The purpose of these moves was to shift staff to areas where their skill set was better suited or to get staff out of Washington and into the field where they are needed most, which is a priority.

Department Staffing:

**Question 28.** I'm concerned about the March Executive Order to reorganize the Executive branch and subsequent Office of Management and Budget (OMB) memo on reducing the federal

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

workforce (M-17-22) and what that could mean for Interior Department agencies. In the case of the National Park Service, I understand that staff levels have been in decline, there are now more than 1,500 vacant positions, and that Interior has frozen hiring for certain positions as a result of this effort. Secretary Zinke, for your confirmation hearing both your verbal and written testimony indicated one of your priorities is to ensure that park rangers have the resources they need, but this exercise threatens that priority.

- a. What has the Department's position been on this government reform effort in conversations with OMB?
- b. Can you commit to following through on your commitment to support staff by ensuring that the Park Service and other Interior agencies aren't further understaffed as a result of this exercise?

**Response:** This review process remains ongoing within the Department. I have tasked my team to review all programs to determine if there is duplication, and if so, how best to consolidate. The goal is to create a more efficient government that effectively delivers programs of the highest importance to the public. We anticipate a larger effort may be folded into the FY 2019 budget process.

**Question 29.** The March Executive Order on reorganizing the Executive branch and subsequent OMB and DOI guidance concern me a great deal. It appears the exercise could be used as an excuse to further understaff the park service and other land agencies and cut funding for certain programs the administration may not find to be critical. The OMB guidance on reducing the federal workforce (M-17-22) directs agencies to use the FY18 and FY19 budget processes to drive workforce reductions. However while there may well be carefully considered opportunities for reform within Interior agencies, I'd like to remind you that funding levels for staff and specific agency programs are ultimately up to the appropriations committees. To prematurely attempt some of these reorganization efforts that would be subject to the decision of appropriators without our consultation and consent would be a poor use of agency resources. Can you commit to soon updating us in writing on the status of this exercise and commit to be in regular contact with us in regard to it?

**Response:** As I indicated in response to the previous question, this review process remains ongoing within the Department, and we anticipate the larger effort may be folded into the FY 2019 budget.

**Question 30.** What is the current status of the workforce reduction exercise subsequent to the March executive order to reorganize the Executive branch and subsequent OMB memo on reducing the federal workforce (M-17-22)?

- a. Please list by agency the programs you will seek to eliminate or merge for each Interior agency.

Formatted: Font: (Default) Times New Roman



**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

b. Please list the staff positions you intend to eliminate for each Interior agency.

**Response:** This review process remains ongoing within the Department, and we hope to have outcomes to the larger effort folded into the FY 2019 budget.

Interior Department Hiring Strategy:

**Question 32.** Mr. Secretary, you've ordered a hiring freeze for any position in Washington DC and Denver. Interior agencies are also subject to a freeze for any GS-12 and higher position, no matter the location. Your office must approve waivers to fill these positions and has placed a priority on positions involved in oil and gas development. You have repeatedly said that Interior's energy strategy will be "all of the above," yet you have singled out positions focused on oil and gas development for priority hiring. While some agencies within Interior are centered on energy development, the NPS and FWS are not, and it goes against their mission. It is concerning that you are putting a priority on oil and gas development to fill jobs within these agencies. Are you trying to change the mission of these two agencies with this new hiring strategy?

**Response:** No. With regard to the waiver process, it has been structured so that it should not significantly impact the Department's ability to address necessary staffing requirements.

Endangered Species Act:

**Question 39.** Mr. Secretary, you have said recently that you think the states should play a larger role in species conservation but this budget proposal absolutely savages the funding streams that make this cooperative work possible, including cutting Cooperative Endangered Species Fund grants by \$34 million to one-third of the current level. You can prevent listing species by doing proactive conservation work or you can recover species once they require listing; however, this budget cuts funding for both. Do you believe that these funding levels are adequate to help states be full partners in conserving fish and wildlife?

**Response:** The budget requests \$19.3 million for the Cooperative Endangered Species Conservation Fund. The budget requests \$10.5 million for conservation grants to States, \$6.5 million for Habitat Conservation Planning assistance grants, and \$2.3 million for administrative costs. The budget does not provide funding for land acquisition grants in order to focus resources on our current land management priorities. The Department encourages States' participation in developing recovery plans. For example, when the yellowcheek darter, a small fish native to forks of the Little Red River in Arkansas, was listed as endangered, the Service formed a recovery team comprised of yellowcheek darter experts from organizations including the Arkansas Natural Heritage Commission, Arkansas Game and Fish Commission, and others. These members are integral to development of the recovery plan and increasing participation in

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

recovery efforts among private landowners. Yet the duty to develop recovery plans ultimately falls to the Fish and Wildlife Service and there is no established policy or practice to assign development of recovery plans to the States. The Department is willing to work with Congress to explore ways to enhance collaboration with States when developing recovery plans.

**Question 40.** Along these same lines, you have long opposed the historic conservation agreement reached between states and the Obama Administration to protect the greater sage-grouse and avoid an ESA listing. Your recent Secretarial Order requiring a review of the plans threatens to turn this conservation success story into a failure, and this budget is not helping. The budget cuts \$11.5m – 22 percent – from BLM’s sage-grouse conservation efforts.

- a. Do you think these cuts will have a negative impact on greater sage-grouse populations and sagebrush habitat?
- b. Do you think these cuts make it more likely that the bird will require the protections of the ESA?
- c. Do you oppose the inclusion of a rider on your Department’s appropriations bill that would prevent you from listing the species even if it is shown that such an action is necessary to prevent extinction?
- d. FY 17 funding for sage-grouse conservation efforts is already out the door but your recent order has created uncertainty about if and how it will be used. Are BLM field offices authorized to use that funding for sage-grouse conservation efforts under the current conservation plan, or has your office ordered them to stop?

**Response:** The Department’s 2018 Budget reflects the President’s commitment to fiscal responsibility – proposing sensible and rational reductions and making hard choices to reach a balanced budget by 2027. This required the Department to take a thorough look at all of our mission areas to determine where we could potentially increase efficiencies yet continue the implementation of our multiple-use mission. The budget includes \$57 million to continue work on the sage landscape and maintains our commitment to sage habitat. BLM will continue restoration in highest priority areas - between 150,000 and 300,000 acres of sagebrush habitat - benefitting more than 350 species. This budget continues conservation work with partners and supports science at FY17 levels. Legislative prohibition on listing the greater sage grouse would provide time to implement plans and work more closely with states to craft solutions.

**Question 41.** As a Member of Congress, you voted against the protection of threatened and endangered species 100 percent of the time. You are now in charge of implementing the Endangered Species Act, not undermining it, but this budget shows that you may not have fully made that transition yet.

Even though it is widely known that current funding levels are insufficient to make significant progress toward protecting and restoring imperiled fish and wildlife populations, this proposal

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

slashes funding for species listing, recovery, habitat protection, consultation, and work with states and tribes to prevent listings.

Given that we are in the middle of a global extinction crisis driven by irresponsible land use and climate change do you believe that this budget will allow you to meet your statutory obligations under the ESA to prevent extinction and recover threatened and endangered species?

**Response:** Yes, a total of \$225.2 million is proposed to implement the Endangered Species Act and related programs under the Service's Ecological Services Program, of which \$79.6 million is for recovery of species listed as threatened or endangered under the Endangered Species Act. A focus on recovery has recently resulted in the delisting and downlisting of several high-profile species, including the West Indian manatee. Included in the Ecological Services request is \$98.8 million to facilitate planning and consultation that will support economic recovery and job creation in the United States. Timely evaluations of proposed infrastructure, energy, and other development projects contribute to job creation and economic growth, while ensuring that impacts to native wildlife and habitat are avoided and minimized to the greatest degree possible. Funding will allow the Service to expedite project reviews and work with project proponents on appropriate mitigation and avoidance measures.

**Question 42.** Republican Members of this Committee, including you in the past, have argued that the ESA is a failure because more species are not being delisted. This is in spite of the fact that the ESA has been 99 percent effective in preventing species from going extinct.

In order to be delisted, though, species must be shown by the best available science to have recovered. Before the process of recovery can even begin, species must first be listed so that they can receive the protections of the Act just to "stop the bleeding." This is the simple, stepwise fashion in which the ESA works.

Unfortunately, this budget proposes to cut the listing program by more than 17 percent. It also proposes to cut the recovery program by more than \$3.5 million.

- a. Do you believe these cuts will allow you to meet your obligations to give species ESA protections when it is shown that it is scientifically necessary?
- b. Do you believe this budget will achieve your goal of delisting more species without running afoul of the requirement to base decisions on the best available science?
- c. Do you believe that at these funding levels FWS will be able to avoid losing lawsuits over failing to take required actions to protect species in a timely manner?

**Response:** I still believe that ESA is in need of reforms and modernization so it can operate in a more effective manner. The FWS delists and down-lists species when their status changes and resources are available. Getting species off the list due to recovery is a priority, and allows us to focus our attention and resources on species that need attention. The pace at which delistings and downlistings occur is dependent on resources devoted to on-the-ground recovery implementation and the progress toward recovery of individual species, as well as on the

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

complexity of status reviews and rulemakings. A total of \$225.2 million is proposed in the President's FY 2018 budget request to implement the ESA and related programs under FWS's Ecological Services program, of which \$79.6 million is for recovery of species listed as threatened or endangered under the ESA. At these funding levels, the FWS will continue to address approximately 50 species that have been identified for potential delisting or downlisting under the ESA based upon recent 5-year status reviews. FWS plans on making final determinations for six species currently proposed for delisting in FY 2018.

**Review of 5-Year Offshore Leasing Program, as Instructed by April 28th Executive Order:**

The Department of the Interior has begun a review of the 5-year offshore leasing program, as instructed by President Trump's April 28, 2017, offshore energy executive order. Given the likely adverse impacts of this action on the environment, fishing, and tourism industries, I am deeply concerned with President Trump's decision to lift the leasing ban in regions currently closed to development. Secretary Zine, please address the following:

**Question 58.** The executive order directs a review of areas currently closed off from drilling, including the Mid- and South Atlantic, the Chukchi Sea, and the Beaufort Sea. Please provide all risk assessments and analysis undertaken to determine how lifting the ban on drilling in these areas would not adversely affect fragile ecosystems or damage fishing, restaurant, or tourism interests.

**Response:** On May 1, 2017, I issued Secretarial Order 3350 to further implement the President's Executive Order entitled: "Implementing an America-First Offshore Energy Strategy" (April 28, 2017), in which I directed the Bureau of Ocean Energy Management to initiate development of a new five year OCS Oil and Gas Leasing Program. Section 18 of the OCS Lands Act prescribes the major steps involved in developing a five year program, including the ability of the Secretary to review and approve the leasing program. During the initial stage of program development, the Secretary examines all 26 OCS planning areas to consider and balance the potentials for environmental damage, discovery of oil and gas, and adverse impact on the coastal zone in making a decision on the Draft Proposed Program – the first of three proposals required in the Program development process. This process includes conducting risk assessment and analysis on the impacts of oil and gas development and production. Recently, BOEM began seeking a wide array of input during development of this new OCS leasing program, including information on the economic, social, and environmental values of all OCS resources. BOEM will also seek input on the potential impact of oil and gas exploration and development on other resource values of the OCS and the marine, coastal, and human environments. All of these analyses will be made public as they are completed. At this stage of development of a leasing program, no decisions have been made regarding what planning areas may be included in the new leasing program.

**Question 59.** What additional actions or plans does the Department intend to take to protect coastal communities from the possibility of another catastrophic oil spill, particularly in light of the unique challenges of responding to an oil spill in these environments?

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

a. For example, has the Department conducted any analysis with or otherwise coordinated with the Coast Guard to ensure that Area Contingency plans are sufficiently robust to address an oil spill the magnitude of the Deepwater Horizon?

**Response:** The Bureau of Safety and Environmental Enforcement oversees oil spill planning and preparedness activities for offshore oil and gas exploration, development and production facilities in both Federal and State waters. BSEE reviews industry Oil Spill Response Plans to verify that owners and operators of offshore facilities are prepared to respond to a worst case discharge of oil; the U.S. Coast Guard participates in these reviews in certain situations. The Bureau, in cooperation with the U.S. Coast Guard, validates the soundness of these plans by conducting exercises with operators.

BSEE's oil spill preparedness program is a keystone component of the National Response System. As such, BSEE regularly participates in meetings and supports activities by Regional Response Teams and Area Committees where offshore oil and gas operations are conducted. These groups are focal points for contingency planning with local, State and Federal partners including the Coast Guard. In addition, BSEE formally engages the U.S. Coast Guard on a quarterly basis at both the regional and headquarters levels to support joint planning initiatives and information sharing.

**Question 60.** The March 16, 2017 budget blueprint calls for a \$1.5 billion, or 12 percent, reduction to the Department's fiscal year 2018 budget. How would these proposed cuts affect the ability of the Department to draft a new 5-year plan, which presumably would also include oil spill response and mitigation plans, while administering an even greater number of oil and gas leases?

**Response:** The Administration's budget makes difficult choices in focusing on and funding our top priorities and sets the course to a balanced budget by 2027, saving taxpayers \$1.6 billion. Among the Department's top priorities is to boost domestic energy production to stimulate the Nation's economy and ensure our security while providing for responsible stewardship of the environment, which includes the development of a new 5-year plan. The budget reflects a careful analysis of the resources needed to advance this priority and to development our bureaus' capacity to carry out its functions carefully, responsibly and efficiently.

**Question 61.** American fishing, tourism, and recreation industries rely on a healthy ocean ecosystem to generate billions of dollars each year in economic activity. If this review goes forward, please indicate what additional analysis the Department intends to conduct to determine what safeguards will be required to protect these industries.

**Response:** At this point, the Department is only establishing a schedule of potential lease sales and framing the geographic scope for which OCS development can occur. The process is guided

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

by the OCS Lands Act which specifies eight factors that are considered in determining the timing and location of leasing, including location with respect to other uses and environmental sensitivity and marine productivity. As required by the law, I will consider each of these factors in deciding which areas will be contained in the next National OCS Oil and Gas Leasing Program. Public input is critical to this process. There are at least three points during the program preparation process when comments are solicited, analyzed summarized and used to develop the final program.

**Question 62.** Given the significant growth of U.S. oil production on both private and public lands over the past seven years, the U.S. is now one of the largest producers of crude oil in the world, and the world leader in total liquid hydrocarbon production. In fact, oversupply in oil production has led the U.S. to begin exporting crude oil for the first time in generations. Further, gas prices in 2016 were the lowest they have been in more than a decade. Given these market conditions, why is a new planning process required now, as opposed to waiting only three years to continue on the normal planning schedule?

**Response:** Developing a new National Offshore Oil and Gas Leasing Program that respects environmental and economic sensitivities but still allows us to responsibly develop our resources is critical to reaching President Trump's goal of American energy dominance. Offering more areas for energy exploration and responsible development was a cornerstone of the President's campaign and this action is the first step in making good on that promise for offshore oil and gas. Under the last administration, 94% of the OCS was off-limits to responsible development, despite interest from state and local governments and industry leaders. This Administration is dedicated to energy dominance, growing the economy and giving the public a say in how our natural resources are used, and that is exactly what we are doing by opening up the Request For Information and a new OCS leasing program.

**Question 63.** Under the current leasing program, approximately 70 percent of the economically recoverable offshore resources in the OCS are available to the oil and gas industry for leasing. In the Gulf of Mexico, companies hold leases on approximately 16 million acres, but have developed only approximately 26 percent of that acreage. Please provide all the assessments and analysis the Department has undertaken to determine the need for additional leasing acreage at this time.

**Response:** As described in the previous response BOEM has initiated development of a new five year OCS Oil and Gas Leasing Program in which all 26 planning areas are considered. At this stage of development of a leasing program, no decisions have been made regarding the need to make available additional acreage for leasing.

Regarding the statement that industry has only developed 26 percent of the acreage leased in the Gulf of Mexico, this percentage applies only to the number of leases currently producing, substantially understating the percentage of leases on which there is exploration or development

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

activity. As of August 1, 2017, there are 2,912 active leases in the GOM of which 1318 (45%) have had wells drilled or plans approved. Since oil and gas is not uniformly distributed across the OCS, there is always a risk of not finding oil and gas on leased acreage. New leasing in the Gulf of Mexico allows industry to better manage their prospect portfolios and mitigate these risks through access to additional acreage where there is potential for discovering new oil and gas fields on the OCS. It is important to note that prior to acquiring a lease through a BOEM lease sale, the oil and gas industry uses geophysical and other types of data extensively in order to identify promising prospects and bid on the acreage considered to have the best potential. During lease primary terms, operators have time to gather, process, and interpret additional data. Of course, not all leases contain drillable oil and gas resources and wells can be extremely risky and expensive to drill. Further, the finite number of drilling rigs available for contract limits the number of leases that can be drilled. Therefore, lessees are constantly evaluating and prioritizing the acreage in their lease inventory in order to drill the most promising leases first. This prioritization changes as the exploration process plays out (e.g., geological data comes in from new wells and/or new or reprocessed geophysical data is acquired, etc.). During the period after the lease is acquired, OCS projects compete for the operator's available capital with other prospects held by the operator in onshore and offshore oil and gas basins worldwide. This dynamic process of evaluating, ranking, and funding all worldwide projects of interest to a lessee is an important reason why lessees desire to maintain an inventory of leases so they can allocate and re-allocate capital expenditures as new information becomes available.

Secretarial Order 3349 and Executive Order 13783:

On March 29, 2017, you signed Secretarial Order Number 3349, which was designed to implement the directive in the Executive Order of March 28, 2017 (Executive Order 13783), to "review all existing regulations, orders, guidance documents, policies, and any other similar agency actions...that potentially burden the development or use of domestically produced energy resources." The Executive Order and Secretarial Order also rescinded or ordered the rescission of a number of important Obama Administration climate and mitigation policies, lifted the moratorium on new coal leases, and ordered the review of four commonsense regulations affecting oil and gas operations on National Park Service lands, fish and wildlife refuges, and other public lands. In order to understand the potentially massive changes in public lands policy and management that will arise from the Executive Order and Secretarial Order, please provide the following documents described in Secretarial Order 3349:

**Question 64.** The list of all Department Actions related to mitigation policies provided to the Deputy Secretary by each bureau and office, as required to be completed by April 12, 2017, as per Section 5(a)(i) of Secretarial Order 3349;

**Question 65.** The list of all Department Actions related to climate change policies provided to the Deputy Secretary by each bureau and office, as required to be completed by April 12, 2017, as per Section 5(b)(i) of Secretarial Order 3349;

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

**Question 66.** The report from the Director, Bureau of Land Management, on the rule entitled, "Waste Prevention, Production Subject to Royalties, and Resource Conservation," as required to be provided to the Assistant Secretary – Land and Minerals Management by April 19, 2017, per Section 5(c)(ii) of Secretarial Order 3349;

**Question 67.** The report from the Director, National Park Service, on the rule entitled, "General Provisions and Non-Federal Oil and Gas Rights," as required to be provided to the Assistant Secretary for Fish and Wildlife and Parks by April 19, 2017, per Section 5(c)(iii) of Secretarial Order 3349;

**Question 68.** The report from the Director, Fish and Wildlife Service, on the rule entitled, "Management of Non-Federal Oil and Gas Rights," as required to be provided to the Assistant Secretary for Fish and Wildlife and Parks by April 19, 2017, per Section 5(c)(iv) of Secretarial Order 3349; and

**Question 69.** The reports from each bureau and office head provided to the Deputy Secretary that identify all existing Department Actions that "potentially burden...the development or utilization of domestically produced energy resources," as required by April 19, 2017, per Section 5(c)(v) of Secretarial Order 3349.

**Response Qs 64-69:** As Associate Secretary James Cason stated in his response to your April 2017 letter, the review required under the order is currently ongoing and the Department is still in the deliberative stages of this matter. As a result, no final decisions or documents are available for public review. We look forward to working with Congress throughout the implementation process.

DOI Memo Directing Bureau and Acting Directors to Report to the Acting Deputy Secretary:

On April 12, 2017, you sent a memo to the Assistant Secretaries of the Department of the Interior directing them to ensure that all bureau heads and office directors report to the Acting Deputy Secretary on all "proposed decisions" that have "nationwide, regional, or statewide impacts," and that decisions may not be made until the Acting Deputy Secretary has "reviewed the report and provided clearance." The memo also directs bureau heads and office directors to report to the Acting Deputy Secretary all Fiscal Year 2017 grants and cooperative agreements of \$100,000 or greater before the final award is issued, in order to "assess how we are aligning our grants and cooperative agreements to Department priorities."

In order for us to better understand how this memo will affect Departmental policy and operations, please provide answers to the following questions:

Formatted: Font: (Default) Times New Roman



**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

**Question 70.** Has any guidance been provided to bureau heads or office directors regarding what constitutes a decision with "nationwide, regional, or statewide impacts"? If so, please provide that guidance.

**Question 71.** Is the Acting Deputy Secretary maintaining approval or modification authority over the grants, cooperative agreements, and decisions that are provided to him as a result of the April 12 memo?

**Question 72.** Has the Acting Deputy Secretary denied any grants or cooperative agreements, or required or requested changes to the terms of those grants or cooperative agreements, as a result of information provided to him as a result of the April 12 memo? If so, please identify those grants or cooperative agreements, and information regarding why the Acting Deputy Secretary denied or required or requested changes to those, as appropriate.

**Question 73.** Who in the Secretary's office or Deputy Secretary's office, other than the Acting Deputy Secretary, is also reviewing the information provided to the Acting Deputy Secretary as a result of the April 12 memo?

**Question 75.** For all grants and cooperative agreements awarded between April 12 and the date of this letter, please provide the information under items #1 through #11 as provided to the Acting Deputy Secretary under the "Template for Data Call on Fiscal Year 2017 Grants and Cooperative Agreement Awards."

**Question 76.** For all records of decision issued after review by the Acting Deputy Secretary between April 12 and the date of this letter, please provide all information provided to the Acting Deputy Secretary under the "Template for Data Call on Proposed Records of Decision and Other Significant Decision Documents."

**Response Qs 70-76:** The process was put in place to help me better understand where the approximately \$5.5 billion in grant and cooperative agreement funding is going and how that benefits the Department's mission. I believe we must have a thorough accounting of how the Department distributes the taxpayer's dollar. The process has moved along quickly and once the review has been completed it will be suspended.

DOI Regulations Task Force:

On April 24, 2017, an article in E&E News reported that you had appointed a task force for abolishing regulations, consisting of five political "beachhead" employees and one career staffer, but no Senate-confirmed personnel and no one with clear technical expertise in land management, wildlife management, environmental protection, or safety regulation. While the task force is required under Executive Order 13777, there is no reference to this task force in your Secretarial Order implementing Executive Order 13783 (SO 3349), and no information provided about how this task force will operate, where it fits in the regulatory review process created by SO 3349, whether any of its activities or decisions will be transparent and be made

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

known to the public, whether it will accept public comments, or any other logistical detail. In order to better understand this task force and how it will operate, please provide the following information:

**Question 77.** The names of each member of the task force and their qualifications for analyzing regulations related to land management, wildlife management, environmental protection, and safety;

**Question 78.** How career staff with technical expertise in land management, wildlife management, environmental protection, and safety will be involved in the operations of the task force;

**Question 79.** How the task force fits into the process laid out in Secretarial Order 3349;

**Question 80.** The timeline for the regulatory task force to make decisions;

**Question 81.** The criteria to be used by the task force to make decisions related to whether or not to modify or rescind existing regulations;

**Question 82.** Whether there will be any public meetings of the task force and whether or not the task force will accept comments from the public; and

**Question 83.** Whether any documents created by the task force are intended to be made public once the task force has completed its work.

**Response Qs 77-83:** As Associate Secretary James Cason stated in his response to your May 2017 letter, the review is ongoing and the Task Force is in the deliberative stages of this matter. The Department will be publishing a Federal Register notice announcing the opportunity for the public to provide input on regulatory reform, and the Task Force is establishing a website dedicated to providing information on its regulatory reform efforts. The public also has the opportunity to comment on the inclusion or exclusion of any individual regulatory action from the unified regulatory agenda, which is issued on a semiannual basis in accordance with E.O. 12866. Regulation development will continue to be informed by public input and by Agency expertise in the relevant subject matter, whether it be related to land management, wildlife management, environmental protection, or safety.

**U.S.G.S. Climate Change Report:**

In May of this year, the Washington Post reported that officials within the Interior Department ordered employees at the United States Geological Survey (USGS) to remove a reference to climate change from a press release announcing the publication of a new study on sea level rise and coastal flooding. Scrubbing this press release over the objections of some of the scientists involved in the study deprived media outlets and the general public of the context of the study. In order to prevent future abuses of this kind, I request responses to the following questions:

Formatted: Font: (Default) Times New Roman

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

**Question 84.** Did Acting Deputy Secretary of the Interior James Cason, or anyone in his office, or at the Office of Management and Budget, review the USGS press release before it was issued?

**Question 85.** If so, who made the decision to remove the line reported by the authors of the study to read: “Global climate change drives sea-level rise, increasing the frequency of coastal flooding.”?

**Question 86.** If not, what was the highest level Departmental office that reviewed and edited the press release?

**Response to Qs 84-86:** The U.S. Geological Survey announced the findings of the study entitled, *Doubling of Coastal Flooding Frequency Within Decades Due to Sea-Level Rise* in a May 18, 2017, press release consistent with existing practices for all Departmental press releases. The press release aimed to summarize the overall findings of the report, and did not undermine the study findings, as evidenced by the opening line of the study’s abstract, which stated, “[g]lobal climate change drives sea-level rise, increasing the frequency of coastal flooding.”

**Questions from Rep. Brown**

Environmental Justice:

**Question 1.** Mr. Secretary, decades of studies have proved that minority, low-income, rural, tribal and indigenous populations face tremendous environmental and health disparities. Do you agree?

**Response:** While I am not familiar with the studies you mention, our programs at the Department of the Interior address issues in Indian country that range from remediation of legacy wells in Alaska, in some cases to protect the health and safety of Alaska Native communities, to assisting tribes in addressing important Human Services matters, like child welfare, health, and other social services issues.

**Question 2.** In 1994 President Clinton signed Executive Order 12898 requiring that the U.S. EPA and other federal agencies implement environmental justice policies. That order required all federal agencies to incorporate environmental justice considerations in their missions, develop strategies to address disproportionate impacts to minority and low-income people from their activities, and coordinate the development of data and research on these topics. Do you support the goals of this order?

**Response:** As I have said before, I recognize that the Department has not always stood shoulder to shoulder with tribal communities. I also recognize that all tribes are sovereign and we must

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

respect their right to self-determination and the decisions that they make. I believe we can work together to foster stronger and more resilient Native communities.

**Question 3.** Under your budget, this order faces its gravest assault. The Office of Environmental Policy and Compliance (OEPC), part of the Office of the Secretary, is the focal point for implementing the Department's environmental justice policy, including the environmental justice executive order, and ensuring compliance. The proposed budget would cut the Office of the Secretary – your office – by over 80%. How can a cut this large not undermine the environment and health of minority, low-income, rural Americans, tribal and indigenous communities?

**Response:** The request for the Office of the Secretary appears to reflect a large reduction because the FY 2018 budget request would transfer funding for the Payment in Lieu of Taxes (PILT) program from the Departmental Operations account, from which both FY 2016 and 2017 funding for PILT was appropriated, to a separate PILT appropriation. With regard to Indian Affairs programs specifically, while this budget makes tough choices, it prioritizes self-governance and self-determination for Indian country, fully funding the costs for tribes to administer programs for themselves, and maintains essential management functions for tribal resources, among other things.

**Questions from Rep. Torres**

Tribal Concerns:

**Question 1.** Mr. Secretary, there has been some disturbing rhetoric coming from some members of this committee, as well as some in the Administration, attacking the sovereignty of tribes and questioning the recognition process and the land into trust process. Will you reaffirm your and the Department's commitment to its trust responsibility to all tribes that are currently federally recognized, including the ability to take land into trust?

**Response:** I have said before that the importance of my mission as Secretary to partner with American Indians and Alaska Natives is one that I do not take lightly. Our duty as Americans is to uphold our trust responsibilities and consult and collaborate with tribes on a government-to-government basis.

**Question 2.** To follow up on that, I would like you to address the ongoing issue that is the Carcieri decision. That decision has troubled Indian Country since it came down 2009, and has left many land decisions in limbo. It's been almost 10 years now – do you agree that Congress needs to resolve the Carcieri issue once and for all?

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

**Response:** Congress, as the trust settlor for all Indian Affairs matters, has the sole authority to amend existing statutes, such as the Indian Reorganization Act of 1934. Congress alone will determine if land into trust statutes should be constrained or expanded. The Department welcomes the opportunity to work with Congress on any recommendations to modernize the land into trust process.

3. The Tiwahe Initiative has proven to be exceptionally successful at assisting tribes in addressing the inter-related problems of poverty, violence, substance, abuse and their associated outcomes like youth suicide. Tiwahe is currently in its pilot phase and impacting 61 tribes directly, with an additional \$24 million in Tiwahe Social Services and ICWA funds distributed to tribes across the country. In spite of this success, Tiwahe is being targeted for elimination. Can you tell us if the Department will be able to support the Tiwahe Initiative's success through its continued funding?

**Response:** The budget request made difficult choices this year. The Department's budget prioritizes self-governance and self-determination, and focuses funding in Indian country on core service activities, fully funding the costs for tribes to administer programs for themselves, and maintains essential management functions for tribal resources, among other things.

**Questions from Rep. Hanabusa**

Hazards Programs:

**Question 1.** The U.S. Geological Survey's natural hazards programs are critical for communities across our nation to understand the science behind natural disasters and how we can best prepare for them. The Earthquake Hazards Program and the Volcano Hazards Program as examples today, since they are of particular importance to Hawaii. These programs use science and technology to monitor signs of activity to help ensure the public is given ample warning of an earthquake, tsunami, or volcanic activity, so that proper precautions can be taken to reduce the amount of damage and loss of lives.

Your budget seems to reflect the opposite. On cuts to the Earthquake Hazards Program, it says "This reduction would diminish the EHP's ability to execute its core activities..." On cuts in the Volcano Hazards Programs, it says "This reduction would diminish the VHP's ability to execute its core activities to provide forecasts and warnings of hazardous volcanic activity at volcanoes in the United States with the current monitoring networks," among other things.

These proposed cuts are deeply concerning. Although they are not large, they could have serious consequences, especially if these cuts hinder these programs' abilities to "execute its core activities".

a. Please explain the rationale behind these proposed cuts.

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

**Response:** For 2018, the Administration identified areas where the federal government could reduce spending and also areas for investment, such as addressing the maintenance backlog across the national park system and increasing domestic energy production on federal lands. The 2018 budget requires restrained spending in order to meet the goal of balancing the budget within 10 years. The 2018 budget request focuses on core capabilities to provide forecasts and warnings of hazardous volcanic activity with current monitoring networks, including in Hawaii; produce updated hazard assessments for high-threat volcanoes; and to revise the national volcano threat level assessment. The budget maintains support for robust national and regional earthquake monitoring and reporting, including in Hawaii.

Invasive Species:

**Question 2.** Invasive species is a global problem that will continue to invade our lands and waters with devastating economic and ecological impacts unless we actively protect our resources. It has been shown time and again that prevention of invasive species saves far more money than trying to eradicate the pest after it has been introduced. It is problematic to cut invasive species funding, seeing as invasive species continue to cost the United States more than \$120 billion in damages annually. (Pimental et al. 2005).

Invasive species management requires a holistic effort due to the impacts to both aquatic and terrestrial resources. Especially troubling in the budget are reductions for the Fish and Wildlife Service, Office of Insular Affairs, and National Parks Service for invasive species management, while funding is increased by more than \$4.5 million for the Bureau of Reclamation, which focuses on dams. While there are invasive species in dams, the issues plague areas on both land and in the sea. The funding shift away from offices within the Department of Interior that have jurisdiction over areas with invasive species and to an agency with little expertise in this area would be an inefficient waste of taxpayer money.

My home state of Hawaii, for example, has very unique ecosystems that are particularly vulnerable to invasive species. We require robust invasive species funding to prevent further damage from such species as the Brown Tree Snake, Little Fire Ant, Coconut Rhinoceros Beetle, and the Coqui frog, much of which is best managed by the Fish and Wildlife Service.

- a. Given that the threat from invasive species is not diminished and reducing prevention will cost us much more in eradication, can you explain the rationale behind cuts to invasive species management?
- b. How is the Bureau of Reclamation going to effectively manage invasive species in places like Hawaii where the Bureau has no presence?

**Response:** Invasive species are a significant threat to the Nation's economy, food and water security, public health and environment. The Department leads extensive work to prevent, eradicate and control invasive species, including efforts to strengthen early detection and rapid response capabilities, enhance biosecurity measures, and address high impact invasive species, such as the brown treesnake. The Department is committed to working with the State of Hawaii

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

and all of our partners on these important issues. The budget includes \$101 million for invasive species work across the Department, nearly level with 2017.

The Department recently announced approximately \$3.5 million through the Office of Insular Affairs to continue supporting efforts to control the brown treesnake on Guam and prevent its spread to Hawaii, the Commonwealth of the Northern Mariana Islands, and the larger Micronesian region. This supplements more than \$250,000 in brown treesnake investments made by the U.S. Geological Survey and the FWS in Fiscal Year 2017. Furthermore, the State of Hawaii's Aquatic Invasive Species Management Plan, which could include efforts to prevent brown treesnake, will continue to be eligible for funding under the Interstate Aquatic Nuisance Species Management Plan grant program administered by the FWS.

The budget requests an increase for the Bureau of Reclamation to help get ahead of the threat posed by zebra mussels, which is a serious concern in the West due to the experience seen in the Great Lakes region.

**Questions from Rep. Sablan**

**Question 1.** In 2005, Interior's Office of Insular Affairs started a competitive system for allocating among the U.S. territories \$27.72 million in Covenant Funds that originally all went to the Northern Marianas to help build our public infrastructure. The Northern Marianas currently receives only about a third of the money. The competition is largely based on financial management criteria. Financial management is important but so is infrastructure. According to the EPA, Saipan, the main island in the Northern Marianas, is the only U.S. municipality without 24-hour potable water. That is a serious health concern. Isn't it time to look at new criteria for the \$27.72 million in Marianas Covenant Funds, so that public health and safety needs are prioritized?

**Response:** The capital infrastructure project (CIP) program funds a variety of critical infrastructure needs in the U.S. territories, such as ports, hospitals, schools, water, public buildings, solid waste, energy and public safety. As you noted, the annual allocation of CIP funds is made on the basis of competitive criteria that measure the demonstrated ability of the governments to exercise prudent financial management practices and to meet federal grant requirements. These criteria are evaluated and revised as necessary every five years.

**Question 2.** OIA budget justifications for FY 2018 tout the importance of various programs including the Technical and Maintenance Assistance Programs, the Brown Tree Snake Control and Coral Reef Initiatives, and the Empowering Insular Communities program. Yet the request includes steep funding cuts to each of these programs. I appreciate the need to control spending, but these across-the-board cuts would likely end up costing much more, both at the federal and local levels, if programs are not properly implemented. The Brown Tree Snake Control Program costs a few million, but if these snakes spread, as they have on Guam, the cost in damage to electrical systems and the extermination of native endangered birds would cost tens of millions

Formatted: Font: (Default) Times New Roman

**Questions for the Record**  
**House Natural Resources Committee**  
**Hearing on the FY 2018 Budget Request**  
**June 22, 2017**

or more. Isn't it a wiser use of taxpayers' money to prevent problems than to try to fix them after the damage is done?

**Response:** For 2018, the Administration identified areas where the federal government could reduce spending and also areas for investment, such as addressing the maintenance backlog across the national park system and increasing domestic energy production on federal lands. The 2018 budget requires restrained spending in order to meet the goal of balancing the budget within 10 years.

**Question 3:** Territorial Representatives Bordallo, Radewagen, Plaskett, and I sent you a letter dated March 9, 2017, asking that you retain the position of Assistant Secretary for Insular Areas. We have not received a response to date. The Office of Insular Affairs has administrative responsibility for coordinating federal policy in the U.S. territories of the Northern Mariana Islands, Guam, American Samoa, and the U.S. Virgin Islands. Keeping the position of Assistant Secretary for Insular Areas, equal to other Assistant Secretaries in the Department, is an important symbol of respect for our constituents as it shows their concerns are taken as seriously as citizens residing in the states, and insular area issues are viewed equally significant as other issues under the Department's jurisdiction. In your reorganization of the Interior Department, will you retain the position of Assistant Secretary for Insular Areas?

**Response:** On June 29, 2017, President Trump nominated Doug Domenech to serve as the Assistant Secretary for Insular Areas. Mr. Domenech is awaiting confirmation in the U.S. Senate and we hope that Mr. Domenech is confirmed to serve in this position in the very near future.

**Question 4.** In my reply to your letter soliciting comments to assist your review of the Marianas Trench National Monument under Executive Order 13792, I wrote about the promises made to the people of the Northern Mariana Islands that remain unfulfilled. For years, we have been urging Interior to produce the management plan, required when President Bush created the Monument. The plan is key to fishing and other resource use in the Monument, public education and outreach, and the development of a Monument visitors center. Please provide an update on any progress and a specific date for issuance of the Monument Management Plan the Fish and Wildlife Service has been working on for eight years now.

**Response:** FWS continues to work with its partners, including the Commonwealth of the Northern Mariana Islands, National Oceanic and Atmospheric Administration National Marine Fisheries Service, U.S. Coast Guard, and Department of Defense toward completion of a management plan for the Marianas Trench Marine National Monument.

A number of steps have been taken to address or resolve important issues. FWS issued a patent under the Territorial Submerged Lands Act for the CNMI's territorial waters in December 2016. This was an important step in ensuring that the final monument management plan included all applicable jurisdictions and authorities, including that of the CNMI. NOAA

Formatted: Font: (Default) Times New Roman



**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

Fisheries has developed and published fishing regulations for the Islands Unit of the Monument. Management regulations for the Trench and Volcanic Units were implemented under the National Wildlife Refuge System Administration Act of 1966, as amended, through Department of the Interior Secretarial Order 3284.

A draft Monument Management Plan and associated Environmental Assessment are awaiting completion of the Administration's national monuments review. Once that review is completed, the drafts will be revised as appropriate to comport with the findings of the review and public meetings will be scheduled. The drafts will be revised as appropriate based upon public comment and released in final a few months after.

**Questions from Rep. Huffman**

**Question 3.** California salmon runs have collapsed during the recent drought, in both the Klamath and Bay-Delta watersheds. This year marked the lowest they have been on record, prompting a complete fisheries closure on the Klamath.

- i. How will your agency prioritize salmon restoration in the coming fiscal year? How is this need reflected in the Department of the Interior's budget, as proposed in the President's Budget Request?
- ii. Does the Department of the Interior plan to participate in financing the proposed Delta tunnels (California WaterFix) that are currently under evaluation by federal regulators and the Bureau of Reclamation?
- iii. Is there a finance plan for those tunnels? If so, can you provide it to us?
- iv. Are any Bureau of Reclamation contractors ready to pay their proportional share of the cost of the tunnels?
- v. How confident are you that this project will not result in the large cost overruns that are commonly characterize large infrastructure projects?
- vi. Is the Bureau of Reclamation considering asking federal taxpayers to subsidize the construction of a Shasta Dam raise?

**Response to i:** While the National Marine Fisheries Service (NMFS) is the primary agency charged with implementing salmon protections; Bureau of Reclamation project operations support many NMFS activities. In the Klamath River Basin, a record of decision was signed on April 20, 2017, which identified a preferred alternative to provide a long-term approach to avoiding fish die-off in the lower Klamath River. Reclamation is working with NMFS to review potential amendments to the Reasonable and Prudent Alternative (RPA) regarding management of the Sacramento River.

**Response to ii-iv:** On June 26, 2017, the U.S. Fish and Wildlife Service and NMFS released biological opinions on the proposed construction and operation of California WaterFix. The

Formatted: Font: (Default) Times New Roman

**Questions for the Record  
House Natural Resources Committee  
Hearing on the FY 2018 Budget Request  
June 22, 2017**

Department has made no funding-related commitments and has not been engaged regarding the creation of a finance plan. No decisions been made on raising Shasta Dam, as alternative means of financing (primarily non-federal) for the construction costs would have to be identified and approved by Congress.

**Questions from Rep. Napolitano**

**Question 5.** Many water agencies in the arid west are looking towards recycled water projects as the most cost effective solution to drought management; do you believe we should start to refocus our investments towards recycled water?

- a. What does President Trump's budget do to support recycled water projects?
- b. How can an increase in funding impact the amount of water projects that can be introduced in the drought-stricken west?

**Response:** I believe it is important to look at a wide range of approaches when it comes to helping the west effectively manage drought. The Bureau of Reclamation's Title XVI Water Reclamation and Reuse Program supports water supply sustainability by leveraging Federal and non-Federal funding to conserve tens of thousands of acre-feet of water each year. Since 1992, approximately \$672 million in federal funding has been leveraged with non-federal funding to implement more than \$3.3 billion in water reuse improvements. Reclamation announced in July 2017 a new funding opportunity for Title XVI projects pursuant to new authority under the Water Infrastructure Improvements for the Nation Act (P.L. 114-322).

**To:** Renner, Elinor[elinor\_renner@ios.doi.gov]  
**From:** Chambers, Micah  
**Sent:** 2017-08-22T11:26:35-04:00  
**Importance:** Normal  
**Subject:** Fwd: Report  
**Received:** 2017-08-22T11:28:17-04:00  
8-21-17 WH OCL Report.docx

This was the report I sent to downey yesterday

----- Forwarded message -----

From: **Chambers, Micah** <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)>  
Date: Mon, Aug 21, 2017 at 4:44 PM  
Subject: Report  
To: "Magallanes, Downey" <[downey\\_magallanes@ios.doi.gov](mailto:downey_magallanes@ios.doi.gov)>

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

MEMORANDUM FOR THE WHITE HOUSE STAFF SECRETARY AND CABINET SECRETARY  
August 21, 2017

FROM: Scott Hommel, Chief of Staff, U.S. Department of the Interior

SUBJECT: Interior Department Weekly Update for the Week of August 21, 2017

**DOI 30-Day Policy Look Ahead**

**Reports to Congress and Congressional Testimony**

1. **HILL NOTIFICATIONS FOR UPCOMING REPROGRAMMING REQUEST:** Pending OMB approval, the Department intends to notify the relevant authorizing and appropriating Committees (Senate Energy and Natural Resources, House Natural Resources, Senate Interior Appropriations Subcommittee, House Interior Appropriations Subcommittee) about the reorganization and realignment of the Office of the Special Trustee for American Indians (OST). DOI's Program Management and Budget office and OMB are currently coordinating to secure approval. Notification to the Hill will entail formal letters and briefings for Committee staff, which OCL will coordinate.  
**Timing:** September 2017  
**Contact:** Amanda Kaster, Policy Adviser, Congressional Affairs
2. **SENIOR FWS OFFICIAL TO TESTIFY BEFORE THE SENATE HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS COMMITTEE:** Gary Frazer (Assistant Director for Ecological Services, U.S. Fish and Wildlife Service) will testify before the Permanent Subcommittee on Investigations regarding implementation of FAST-41. This provision was part of the FAST Act, which passed December 2015. The intent of the legislation is to coordinate the review process for infrastructure projects between all of the involved government agencies. This hearing is intended to highlight the reform and remind the Administration that this review process already exists as we seek to expedite/streamline the environmental review process. This hearing was previously scheduled for July 26, 2017 but was postponed and has now rescheduled.  
**Timing:** 10 am, September 7, 2017  
**Contact:** Micah Chambers, Deputy Director, Congressional Affairs
3. **DOI NOMINEES IN PROGRESS:** Mr. Bernhardt was confirmed by the Senate on July 24, 2017 with a bipartisan vote of 53-43. Five Democrats voted in favor along with all Republicans. Four Republicans missed the vote. Brenda Burman (BOR), Susan Combs (A/S PMB) and Doug Domenech (A/S Insular Areas) had their confirmation on Thursday the 20<sup>th</sup> before the Senate Energy and Natural Resources committee and they were passed out of committee August 3, 2017. Joe Balash (Assistant Secretary, Land & Minerals) was officially nominated and is set to appear before the Committee for his nomination hearing on September 7, 2017. Ryan Nelson (Solicitor) was officially nominated Wednesday August, 2nd. His committee paperwork has been submitted and Committee plans to include him in the hearing on the 7<sup>th</sup> with Mr. Balash.

- 4. DOI RECEIVED TWO PERTINENT MINORITY OVERSIGHT REQUESTS:** The Department received two politically-driven requests from Minority members. One is from the House, the other from the Senate. The House letter from five Maryland Democrats requests the Secretary to remove the statue of Gen. Lee from Antietam National Battlefield. The Secretary recently visited Antietam to announce NPS Battlefield grants where he made comments specific to the statue. Three Democrat Senators (Carper, Heitkamp, Udall) sent an oversight letter to Secretary Zinke requesting information on the Secretary's decision to reassign SES staffers, how it aligns with Congressional intent and whether or not tribes were consulted.

**Timing:** August 21, 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

#### Other/Awareness Only

- 1. SECRETARY ZINKE INVITED TO THE EVERGLADES BY BIPARTISAN FLORIDA CONGRESSIONAL DELEGATION:** Sen. Rubio led a letter to Sec. Zinke inviting him to tour the Everglades as soon as possible. No policy position touted within the letter, other than the importance of the Everglades to Florida. No date has been confirmed, but the Secretary has made it a priority. He would like to discuss the issue with Sen. Rubio over the phone in the immediate future before any trip is scheduled.

**Timing:** TBD, Early November or December dates have been proposed

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

- 2. SECRETARY ZINKE HAS BEEN INVITED BY SENATOR CASSIDY TO VISIT LOUISIANA AND THE GULF STATES:** Official invite was received July 28, 2017 from Senator Cassidy's staff for the Secretary to tour the Gulf States and personally see the offshore oil industry, restoring the coast and the benefits of GOMESA. This is in reaction to the FY18 Budget proposal to eliminate state revenue sharing for the Gulf States. Secretary Zinke had two exchanges on this topic during his House and Senate budget hearings with Sen. Cassidy and Rep. Graves. In addition, he hosted members of the Louisiana and Texas delegations to discuss GOMESA and they reiterated the issue and reaffirmed their invite to the Secretary.

**Timing:** TBD

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

**To:** Magallanes, Downey[downey\_magallanes@ios.doi.gov]  
**From:** Chambers, Micah  
**Sent:** 2017-08-21T16:44:08-04:00  
**Importance:** Normal  
**Subject:** Report  
**Received:** 2017-08-21T16:44:55-04:00  
8-21-17 WH OCL Report.docx

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

MEMORANDUM FOR THE WHITE HOUSE STAFF SECRETARY AND CABINET SECRETARY  
August 21, 2017

FROM: Scott Hommel, Chief of Staff, U.S. Department of the Interior

SUBJECT: Interior Department Weekly Update for the Week of August 21, 2017

**DOI 30-Day Policy Look Ahead**

**Reports to Congress and Congressional Testimony**

1. **HILL NOTIFICATIONS FOR UPCOMING REPROGRAMMING REQUEST:** Pending OMB approval, the Department intends to notify the relevant authorizing and appropriating Committees (Senate Energy and Natural Resources, House Natural Resources, Senate Interior Appropriations Subcommittee, House Interior Appropriations Subcommittee) about the reorganization and realignment of the Office of the Special Trustee for American Indians (OST). DOI's Program Management and Budget office and OMB are currently coordinating to secure approval. Notification to the Hill will entail formal letters and briefings for Committee staff, which OCL will coordinate.  
**Timing:** September 2017  
**Contact:** Amanda Kaster, Policy Adviser, Congressional Affairs
2. **SENIOR FWS OFFICIAL TO TESTIFY BEFORE THE SENATE HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS COMMITTEE:** Gary Frazer (Assistant Director for Ecological Services, U.S. Fish and Wildlife Service) will testify before the Permanent Subcommittee on Investigations regarding implementation of FAST-41. This provision was part of the FAST Act, which passed December 2015. The intent of the legislation is to coordinate the review process for infrastructure projects between all of the involved government agencies. This hearing is intended to highlight the reform and remind the Administration that this review process already exists as we seek to expedite/streamline the environmental review process. This hearing was previously scheduled for July 26, 2017 but was postponed and has now rescheduled.  
**Timing:** 10 am, September 7, 2017  
**Contact:** Micah Chambers, Deputy Director, Congressional Affairs
3. **DOI NOMINEES IN PROGRESS:** Mr. Bernhardt was confirmed by the Senate on July 24, 2017 with a bipartisan vote of 53-43. Five Democrats voted in favor along with all Republicans. Four Republicans missed the vote. Brenda Burman (BOR), Susan Combs (A/S PMB) and Doug Domenech (A/S Insular Areas) had their confirmation on Thursday the 20<sup>th</sup> before the Senate Energy and Natural Resources committee and they were passed out of committee August 3, 2017. Joe Balash (Assistant Secretary, Land & Minerals) was officially nominated and is set to appear before the Committee for his nomination hearing on September 7, 2017. Ryan Nelson (Solicitor) was officially nominated Wednesday August, 2nd. His committee paperwork has been submitted and Committee plans to include him in the hearing on the 7<sup>th</sup> with Mr. Balash.

4. **DOI RECEIVED TWO PERTINENT MINORITY OVERSIGHT REQUESTS:** The Department received two politically-driven requests from Minority members. One is from the House, the other from the Senate. The House letter from five Maryland Democrats requests the Secretary to remove the statue of Gen. Lee from Antietam National Battlefield. The Secretary recently visited Antietam to announce NPS Battlefield grants where he made comments specific to the statue. Three Democrat Senators (Carper, Heitkamp, Udall) sent an oversight letter to Secretary Zinke requesting information on the Secretary's decision to reassign SES staffers, how it aligns with Congressional intent and whether or not tribes were consulted.

**Timing:** August 21, 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

#### **Other/Awareness Only**

1. **SECRETARY ZINKE INVITED TO THE EVERGLADES BY BIPARTISAN FLORIDA CONGRESSIONAL DELEGATION:** Sen. Rubio led a letter to Sec. Zinke inviting him to tour the Everglades as soon as possible. No policy position touted within the letter, other than the importance of the Everglades to Florida. No date has been confirmed, but the Secretary has made it a priority. He would like to discuss the issue with Sen. Rubio over the phone in the immediate future before any trip is scheduled.

**Timing:** TBD, Early November or December dates have been proposed

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

2. **SECRETARY ZINKE HAS BEEN INVITED BY SENATOR CASSIDY TO VISIT LOUISIANA AND THE GULF STATES:** Official invite was received July 28, 2017 from Senator Cassidy's staff for the Secretary to tour the Gulf States and personally see the offshore oil industry, restoring the coast and the benefits of GOMESA. This is in reaction to the FY18 Budget proposal to eliminate state revenue sharing for the Gulf States. Secretary Zinke had two exchanges on this topic during his House and Senate budget hearings with Sen. Cassidy and Rep. Graves. In addition, he hosted members of the Louisiana and Texas delegations to discuss GOMESA and they reiterated the issue and reaffirmed their invite to the Secretary.

**Timing:** TBD

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs



**To:** Mary Pletcher[Mary\_Pletcher@ios.doi.gov]  
**From:** Howarth, Robert  
**Sent:** 2017-11-01T11:24:04-04:00  
**Importance:** Normal  
**Subject:** revised  
**Received:** 2017-11-01T11:24:12-04:00  
Signed Revised ERB.pdf

--

Robert Howarth  
Deputy Director for Correspondence and FOIA Management  
Office of the Executive Secretariat and Regulatory Affairs  
Department of the Interior  
1849 C Street, NW  
Washington, DC 20240  
202-208-3181  
202-208-4451 (direct)  
202-549-8961 (cell)

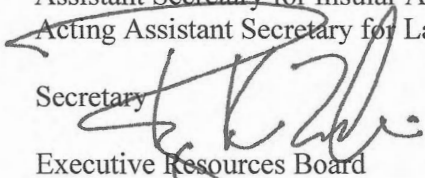


THE SECRETARY OF THE INTERIOR  
WASHINGTON

NOV 01 2017

Memorandum

To: Deputy Secretary  
Chief of Staff  
Associate Deputy Secretary  
Acting Solicitor  
Assistant Secretary for Insular Affairs  
Acting Assistant Secretary for Land and Minerals Management

From: Secretary 

Subject: Executive Resources Board

On May 19, 2017, I established the Executive Resources Board (ERB or Board). Effective the date of this memorandum, I am adding two career members of the Senior Executive Service to the Board – Ms. Glenda Owens and Mr. Richard Cardinale. I am also adjusting the number of members on the Board to ensure timely and effective decisionmaking.

The ERB for the Department of the Interior membership is as follows:

- Deputy Secretary, Chairperson  
(Mr. David Bernhardt)
- Chief of Staff, Member  
(Mr. Scott Hommel)
- Associate Deputy Secretary, Member  
(Mr. James Cason)
- Acting Solicitor, Member  
(Mr. Daniel Jorjani)
- Assistant Secretary for Insular Areas, Member  
(Mr. Douglas Domenech)
- Acting Director for the Office of Surface Mining, Reclamation and Enforcement,  
Member  
(Ms. Glenda Owens)
- Senior Program Manager and Chief of Staff, Assistant Secretary for Land and Minerals  
Management, Member  
(Mr. Richard Cardinale)

The Deputy Assistant Secretary – Human Capital and Diversity/Chief Human Capital Officer (Ms. Mary Pletcher) will serve as an advisor to the Board. The ERB will continue to play a prominent role in determining the executive resources needs of the Department's bureaus and

offices. The ERB will oversee all aspects of the management of executive resources to include Senior Executive Service, Senior Level, and Scientific and Professional resources. In addition, the ERB will retain final approval of other aspects of these programs, including position establishment, recruitment, qualification requirements, selection, pay setting, performance appraisals, performance awards, executive development, Presidential Rank Awards and all other recognition, and the establishment of the Department's Performance Review Boards.

cc: Inspector General  
Assistant Secretaries  
Heads of Bureaus and Offices

**To:** Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**Cc:** Alan Sizemore[william\_sizemore@ios.doi.gov]; Kermit Howard[kermit\_howard@ios.doi.gov]  
**From:** Limon, Raymond  
**Sent:** 2017-10-31T12:00:15-04:00  
**Importance:** Normal  
**Subject:** Draft V/V approval notices  
**Received:** 2017-10-31T12:00:23-04:00  
[DRAFT Dept-wide VERA-VSIP Approval Notification.docx](#)  
[Bureau VSIP Reporting Instructions.doc](#)  
[Bureau VERA Reporting Instructions.doc](#)

Mary,

Alan and Kermit developed this draft response back to the bureaus with the necessary attachments. They drafted with my signature but you can simply cut and paste into an email from you (with attachments)....you'll note that each V/V has a unique OPM tracking number which would be inserted (for the appropriate bureau).

I saw some USGS email traffic this morning.....they are anxious to roll out. If this looks good to you, do you want Alan/Kermit to finalize this approach with the USGS tracking numbers and you can then send to either Roseann and/or Bureau Director, and for the other approved bureaus???

Thanks, Ray

--

Raymond A. Limon  
Director, Office of Human Resources  
Deputy, Chief Human Capital Officer  
Department of Interior  
202-208-5310

Good morning/afternoon,

This is to advise that the U.S. Office of Personnel Management (OPM) has approved your plan to offer up to #NUMBER separation incentives under Voluntary Separation Incentive Payment (VSIP) authority number 2017-XXX and #NUMBER early retirements under Voluntary Early Retirement Authority (VERA) number 2017-XXX, as indicated within your submissions. This approval is based on the results of the workforce restructuring analysis conducted for the BUREAU, OFFICE OR REGION, and implementation of the Department of the Interior and BUREAU's agency reform plan. Implementation of the Department's agency reform is to be fully accomplished by [MONTH, DAY, YEAR], and the authority for VSIP extends through [MONTH, DAY, YEAR].

VSIP payments are made in accordance with section 3521 through 3525, of title 5, United States Code (U.S.C.), and Part 576 of title 5, Code of Federal Regulations (CFR). In order for employees to be eligible for VSIP, they must:

- not be a reemployed annuitant;
- not be eligible for a disability retirement;
- not have received a decision notice of involuntary separation for misconduct or unacceptable performance;
- not have received any other voluntary separation incentive payments from the Federal Government;
- not be covered by statutory reemployment rights and on transfer employment with another organization;
- not have performed service for which a student loan repayment benefit was/is paid during the 36-month period preceding the date of separation;
- not have performed service for which a recruitment or relocation bonus was/is paid during the 24-month period prior to date of separation; and
- not have performed service for which a retention allowance was/is paid during the 12-month period prior to separation

VERA incentives are made in accordance with U.S.C. 8336(d)(2) and 8414(b)(1)(B), and 5 CFR 831.114 and 842.213. Please ensure that the employees offered VERA meet the requirements for that incentive.

Please use the attached VSIP/VERA template(s) to furnish this office with the required quarterly reports and the final report on the use of these authorities. Our point of contact for these matters is Allen Sizemore at (208) 334-1556 or via email at [William\\_Sizemore@ios.doi.gov](mailto:William_Sizemore@ios.doi.gov).

Respectfully,

\\Raymond A. Limon\\

Attachments:

Bureau VSIP Reporting Instructions

Bureau VERA Reporting Instructions

## **INSTRUCTIONS FOR REPORTS TO DOI USE OF VOLUNTARY SEPARATION INCENTIVE PAYMENT (VSIP) AUTHORITY**

1. Bureaus must provide quarterly and final VSIP reports on a timely basis so that DOI can track and evaluate trends, help anticipate staffing needs in OPM's Retirement and Insurance Service (to allow prompt processing of retirement applications), and meet other reporting requirements.
2. Types of Reports
  - (a) Quarterly Interim Reports: An interim report is due 20 days after the end of each quarter following approval of the authority. The quarterly report should include data specific to the quarter which just closed as well as cumulative fiscal year data (as of the end of the fiscal quarter that the report covers). At the beginning of a new fiscal year, the report should include data concerning VSIP in the new fiscal year only (i.e., there is no need to report cumulative data which covers multiple fiscal years).
  - (b) Final Report: A final report is due 45 days following the closing date of the authority.

### **CONTENT OF REPORTS**

1. Each report to DOI on the use of a VSIP must contain the information in the enclosed sample reporting format.
2. Bureaus must use the reporting format included with the authority. (Do not use an old report format with new authority reports.)
3. Bureaus are advised to carefully review this reporting format before offering VSIPs in order to anticipate and track the data required in this report.
4. Bureaus should submit a completed report to DOI even if there were no VSIPs during the quarter. Otherwise, DOI cannot determine whether the agency had no activity, the Bureau failed to report, or the report was not complete when it reached DOI. Reports should cover activity occurring only during the period of the authority.
5. Bureaus must meet the reporting requirements above in order for the Department to meet OPM's reporting deadlines. OPM may suspend or terminate an authority if the agency fails to comply with the reporting requirements included in the authority.

## WHERE AND WHEN AGENCIES SHOULD REPORT

1. Please mail reports to:

Department of the Interior  
ATTN: Director, Office of Human Resources  
1849 C Street  
Washington, DC 20240

2. You can email reports to William (Alan) Sizemore at [William\\_Sizemore@ios.doi.gov](mailto:William_Sizemore@ios.doi.gov) with a courtesy copy to Donna Riley at [Donna\\_Riley@ios.doi.gov](mailto:Donna_Riley@ios.doi.gov).

3. Reporting Schedule

<b>QUARTER</b>	<b>QUARTER ENDING DATE</b>	<b>REPORT DUE BY</b>
First	December 31	January 20
Second	March 31	April 20
Third	June 30	July 20
Fourth	September 30	October 20
FINAL Report (due 45 days following the closing date of the authority)		



**REPORT TO DOI  
USE OF VOLUNTARY SEPARATION INCENTIVE PAYMENT (VSIP) AUTHORITY**

Bureau: \_\_\_\_\_

Component(s): \_\_\_\_\_

VSIP Authority Number: \_\_\_\_\_

Date of Report: \_\_\_\_\_ QUARTER 1<sup>st</sup> 2<sup>nd</sup> 3<sup>rd</sup> 4<sup>th</sup> (*circle quarter*)**VOLUNTARY SEPARATION INCENTIVE PAYMENTS**

	QTR TOTAL	FY TOTAL
1. Total number of VSIPs available	_____	_____
2. Total number of employees offered VSIPs	_____	_____
3. Total number of employees who accepted VSIPs and separated by:		
(a) Optional Retirement	_____	_____
(b) Voluntary Early Retirement	_____	_____
(c) Resignation	_____	_____
4. VSIPs paid during the quarter:		

Geographic Location	Organizational Unit	Occ. Series	Grade Level	# of VSIPs
<b>Total Number of VSIPs Paid</b>				

**5. Additional questions:**

- (a) How has this VSIP impacted the shape of your workforce?
- (b) Did the VSIP have the desired results? Why or why not?
- (c) What is the average cost of VSIPs paid during the quarter?

Note: All Bureaus should use this form. This form supercedes previous reporting requirements.

Enclosure 1

**INSTRUCTIONS FOR REPORTS TO DOI  
USE OF VOLUNTARY EARLY RETIREMENT AUTHORITY (VERA)**

1. Bureaus must provide quarterly and final VERA reports on a timely basis so that DOI can track and evaluate trends, help anticipate staffing needs in OPM's Retirement and Insurance Service (to allow prompt processing of retirement applications), and meet other reporting requirements.
2. Types of Reports
  - (a) Quarterly Interim Reports: An interim report is due 20 days after the end of each quarter following approval of the authority. The quarterly report should include data specific to the quarter which just closed as well as cumulative fiscal year data (as of the end of the fiscal quarter that the report covers). At the beginning of a new fiscal year, the report should include data concerning VERA in the new fiscal year only (i.e., there is no need to report cumulative data which covers multiple fiscal years).
  - (b) Final Report: A final report is due 45 days following the closing date of the authority.

**CONTENT OF REPORTS**

1. Each report to DOI on the use of a VERA must contain the information in the enclosed sample reporting format.
2. Bureaus must use the reporting format included with the authority. (Do not use an old report format with new authority reports.)
3. Bureaus are advised to carefully review this reporting format before offering early retirements in order to anticipate and track the data required in this report.
4. Bureaus should submit a completed report to DOI even if there has been no early retirement activity in the agency. Otherwise, DOI cannot determine whether the agency had no activity, the Bureau failed to report, or the report was not complete when it reached DOI. Reports should cover activity occurring only during the period of the authority.
5. Bureaus must meet the reporting requirements above in order for the Department to meet OPM's reporting deadlines. OPM may suspend or terminate an authority if the agency fails to comply with the reporting requirements included in the authority.

## WHERE AND WHEN AGENCIES SHOULD REPORT

1. Please mail reports to:

Department of the Interior  
ATTN: Director, Office of Human Resources  
1849 C Street  
Washington, DC 20240

2. You can email reports to William (Alan) Sizemore at [William\\_Sizemore@ios.doi.gov](mailto:William_Sizemore@ios.doi.gov) with a courtesy copy to Donna Riley at [Donna\\_Riley@ios.doi.gov](mailto:Donna_Riley@ios.doi.gov).
3. Reporting Schedule

QUARTER	QUARTER ENDING DATE	REPORT DUE BY
First	December 31	January 20
Second	March 31	April 20
Third	June 30	July 20
Fourth	September 30	October 20
FINAL Report (due 45 days following the closing date of the authority)		

**REPORT TO DOI  
USE OF VOLUNTARY EARLY RETIREMENT AUTHORITY (VERA)**

Bureau: \_\_\_\_\_

OPM Early Retirement Authority Number: \_\_\_\_\_

Date of Report: \_\_\_\_\_ QUARTER 1<sup>st</sup> 2<sup>nd</sup> 3<sup>rd</sup> 4<sup>th</sup> (circle quarter)

**VOLUNTARY EARLY RETIREMENTS**

**QTR TOTAL    FY TOTAL**

**1. Number of eligible employees who received a VERA offer under this authority:**

(a) VERA offer with a VSIP	_____	_____
(b) VERA offer without a VSIP	_____	_____

**2. Early retirements data:**

(a) Retired early with a VSIP	_____	_____
(b) Retired early without a VSIP	_____	_____
(c) Average age	_____	_____
(d) Average grade	_____	_____

**3. Was reduction in force (RIF) used?**

\_\_\_\_\_ NO (go to #5)      \_\_\_\_\_ YES (complete 4 & 5)

**4. Number of employees affected by reduction in force (RIF):**

(a) Total RIF separations	_____	_____
(b) Total RIF downgrades	_____	_____
(c) Total RIF reassignments	_____	_____

**5. Other non-RIF attrition during the VERA window:**

(a) Retirements	_____	_____
(b) Resignations	_____	_____
(c) Transfers	_____	_____
(d) Other separations	_____	_____
(e) Total separations in (a)-(d)	_____	_____

**6. Additional questions:**

- (a) How has this VERA impacted the shape of your workforce?  
 (b) Did the VERA have the desired results? Why or why not?

Note: All Bureaus should use this form. This form supersedes previous reporting requirements.

Enclosure 2

**To:** Jonathan Mack[jonathan\_mack@ios.doi.gov]; Caroline (Carrie) Soave[caroline\_soave@ios.doi.gov]  
**From:** Pletcher, Mary  
**Sent:** 2017-11-01T11:31:48-04:00  
**Importance:** Normal  
**Subject:** Fwd: revised  
**Received:** 2017-11-01T11:31:57-04:00  
[Signed Revised ERB.pdf](#)

So you have the whole thing.

Mary

----- Forwarded message -----

From: **Howarth, Robert** <[robert\\_howarth@ios.doi.gov](mailto:robert_howarth@ios.doi.gov)>  
Date: Wed, Nov 1, 2017 at 11:24 AM  
Subject: revised  
To: Mary Pletcher <[Mary\\_Pletcher@ios.doi.gov](mailto:Mary_Pletcher@ios.doi.gov)>

--

Robert Howarth  
Deputy Director for Correspondence and FOIA Management  
Office of the Executive Secretariat and Regulatory Affairs  
Department of the Interior  
1849 C Street, NW  
Washington, DC 20240  
202-208-3181  
202-208-4451 (direct)  
202-549-8961 (cell)

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

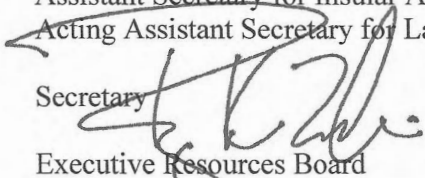


THE SECRETARY OF THE INTERIOR  
WASHINGTON

NOV 01 2017

Memorandum

To: Deputy Secretary  
Chief of Staff  
Associate Deputy Secretary  
Acting Solicitor  
Assistant Secretary for Insular Affairs  
Acting Assistant Secretary for Land and Minerals Management

From: Secretary 

Subject: Executive Resources Board

On May 19, 2017, I established the Executive Resources Board (ERB or Board). Effective the date of this memorandum, I am adding two career members of the Senior Executive Service to the Board – Ms. Glenda Owens and Mr. Richard Cardinale. I am also adjusting the number of members on the Board to ensure timely and effective decisionmaking.

The ERB for the Department of the Interior membership is as follows:

- Deputy Secretary, Chairperson  
(Mr. David Bernhardt)
- Chief of Staff, Member  
(Mr. Scott Hommel)
- Associate Deputy Secretary, Member  
(Mr. James Cason)
- Acting Solicitor, Member  
(Mr. Daniel Jorjani)
- Assistant Secretary for Insular Areas, Member  
(Mr. Douglas Domenech)
- Acting Director for the Office of Surface Mining, Reclamation and Enforcement,  
Member  
(Ms. Glenda Owens)
- Senior Program Manager and Chief of Staff, Assistant Secretary for Land and Minerals  
Management, Member  
(Mr. Richard Cardinale)

The Deputy Assistant Secretary – Human Capital and Diversity/Chief Human Capital Officer (Ms. Mary Pletcher) will serve as an advisor to the Board. The ERB will continue to play a prominent role in determining the executive resources needs of the Department's bureaus and

offices. The ERB will oversee all aspects of the management of executive resources to include Senior Executive Service, Senior Level, and Scientific and Professional resources. In addition, the ERB will retain final approval of other aspects of these programs, including position establishment, recruitment, qualification requirements, selection, pay setting, performance appraisals, performance awards, executive development, Presidential Rank Awards and all other recognition, and the establishment of the Department's Performance Review Boards.

cc:    Inspector General  
      Assistant Secretaries  
      Heads of Bureaus and Offices

**To:** Mary Pletcher[Mary\_Pletcher@ios.doi.gov]  
**From:** Howarth, Robert  
**Sent:** 2017-11-01T08:44:28-04:00  
**Importance:** Normal  
**Subject:** signed doc  
**Received:** 2017-11-01T08:44:35-04:00  
Signed Revised ERB.pdf

Hi Mary. Here it is...sending via blue envelopes to folks this morning.

Rob

--

Robert Howarth  
Deputy Director for Correspondence and FOIA Management  
Office of the Executive Secretariat and Regulatory Affairs  
Department of the Interior  
1849 C Street, NW  
Washington, DC 20240  
202-208-3181  
202-208-4451 (direct)  
202-549-8961 (cell)



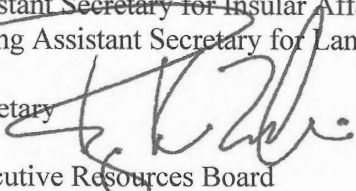


THE SECRETARY OF THE INTERIOR  
WASHINGTON

NOV 01 2017

Memorandum

To: Deputy Secretary  
Chief of Staff  
Associate Deputy Secretary  
Acting Solicitor  
Assistant Secretary for Insular Affairs  
Acting Assistant Secretary for Land and Minerals Management

From: Secretary 

Subject: Executive Resources Board

On May 19, 2017, I established the Executive Resources Board. Effective the date of this memorandum, I am adding two career members of the Senior Executive Service to the Board – Ms. Glenda Owens and Mr. Rich Cardinale. I am also adjusting the number of members on the Board to ensure timely and effective decisionmaking.

The Executive Resources Board for the Department of the Interior membership is as follows:

- Deputy Secretary, Chairperson  
(Mr. David Bernhardt)
- Chief of Staff, Member  
(Mr. Scott Hommel)
- Associate Deputy Secretary, Member  
(Mr. James Cason)
- Acting Solicitor, Member  
(Mr. Daniel Jorjani)
- Assistant Secretary for Insular Areas, Member  
(Mr. Douglas Domenech)
- Acting Director for the Office of Surface Mining, Reclamation and Enforcement,  
Member  
(Ms. Glenda Owens)
- Senior Program Manager and Chief of Staff, Assistant Secretary for Land and Minerals  
Management, Member  
(Mr. Rich Cardinale)

The Deputy Assistant Secretary – Human Capital and Diversity/Chief Human Capital Officer (Ms. Mary Pletcher) will serve as an advisor to the Executive Resources Board. The ERB will

continue to play a prominent role in determining the executive resources needs of the Department's bureaus and offices. The Executive Resources Board will oversee all aspects of the management of executive resources to include Senior Executive Service, Senior Level, and Scientific and Professional resources. In addition, the ERB will retain final approval of other aspects of these programs, including position establishment, recruitment, qualification requirements, selection, pay setting, performance appraisals, performance awards, executive development, Presidential Rank Awards and all other recognition, and the establishment of the Department's Performance Review Boards.

cc:     Inspector General  
          Assistant Secretaries  
          Heads of Bureaus and Offices

**To:** Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**From:** Limon, Raymond  
**Sent:** 2017-10-31T09:56:28-04:00  
**Importance:** Normal  
**Subject:** Re: Legislative and Administrative Reform  
**Received:** 2017-10-31T09:56:35-04:00

Mary,

Here is the draft I started for you to send to Sara....feel free to amend accordingly.....

Sara,

I enjoyed meeting you and discussing the various reform ideas moving forward under consideration. I also appreciate this opportunity to follow up on your email below. As you know, DOI's various bureaus and offices have numerous missions and stakeholders. Thus, the human capital solutions needed are just as broad and nuanced. Here are few suggestions we would like to pursue.

**Legislation:**

(b)(6)

On Thu, Oct 26, 2017 at 11:04 AM, CHCOC <[chcoc@opm.gov](mailto:chcoc@opm.gov)> wrote:

Good morning, CHCOs and Deputies (via Bcc).

At this year's Fall Forum, the Council agreed that Legislative and Administrative (L&A) Reform would be the top priority for Fiscal Year 2018. Specifically, the Council identified the following focus areas:

- ☐ Accountability and Performance
- ☐ Pay
- ☐ Promotion
- ☐ Hiring Obstacles

As we move forward, we would like to know what outstanding or unresolved issues your agency faces that could be solved with a change to the CFR, statute, or OPM interpretation. We ask that you send us your top issues regardless of size or scope to the CHCO Council mailbox, [chcoc@opm.gov](mailto:chcoc@opm.gov), by Wednesday, November 1<sup>st</sup>.

Very Respectfully,

Sara B Ratcliff

Executive Director

Chief Human Capital Officers Council

Office of Personnel Management

202 606-5079

--  
Raymond A. Limon

Director, Office of Human Resources  
Deputy, Chief Human Capital Officer  
Department of Interior  
202-208-5310

**To:** Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**Cc:** Caroline (Carrie) Soave[caroline\_soave@ios.doi.gov]  
**From:** Mack, Jonathan  
**Sent:** 2017-10-31T16:00:19-04:00  
**Importance:** Normal  
**Subject:** Re: ERB request  
**Received:** 2017-10-31T16:00:27-04:00

ok, will do.  
Thanks!

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

On Tue, Oct 31, 2017 at 3:58 PM, Mary Pletcher <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Go ahead and include for agenda on Friday. I'm trying to get confirmation that it will not be a surprise.

Sent from my iPhone

On Oct 31, 2017, at 2:19 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Mary, the hard copy of this request we are told will be in our office maybe by tomorrow. If so, are you ok with us adding this to the agenda for Friday?

Thanks!

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

**From:** Soave, Caroline (Carrie) <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>  
**Date:** Tue, Oct 31, 2017 at 11:19 AM  
**Subject:** Fwd: ERB request  
**To:** "Mack, Jonathan" <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>

Please see the USGS requests below.

Thank you!

----- Forwarded message -----

From: **Benitez, Sharon** <[sbenitez@usgs.gov](mailto:sbenitez@usgs.gov)>

Date: Tue, Oct 31, 2017 at 11:16 AM

Subject: ERB request

To: "Soave, Caroline (Carrie)" <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>

Cc: Cindy L Lonergan <[clonergan@usgs.gov](mailto:clonergan@usgs.gov)>

Hi Carrie. USGS is requesting to reassign 5 SES Regional Directors to Assistant Directors, and the Regional Director -Midwest to a new position called Associate Director for Integration. We are also requesting to realign (re-title) the Regional Director for Alaska to Associate Director for Alaska and Associate Director for Environmental Health to Senior Science Advisor for Environmental Health. None of these actions require additional allocations. I have attached the ERB memo and PDs. The full package will include the OF-8s, draft Secretarial order, org charts, and resumes.

If this action could get in the ERB agenda for Friday we would greatly appreciate it. Thanks in advance.

Sharon

--

**Carrie Soave**

HR Specialist, Executive Resources Division

Office of Human Resources

Department of the Interior

Phone: 202-513-0874

Fax: 202-208-5285

<ERB Request to Realign Executives FINAL 10.27.17.doc>

<PD Associate Director Alaska FINAL 10.30.2017.doc>

<PD Assistant Director\_FINAL 10.27.17.doc>

<PD - AD for Integration FINAL 10.27.17.doc>

<PD SL SSA Env Health\_FINAL\_10.30.17.docx>

**To:** Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**From:** Todd Willens  
**Sent:** 2017-10-31T18:55:57-04:00  
**Importance:** Normal  
**Subject:** Re: ERB request  
**Received:** 2017-10-31T18:56:04-04:00

First I am learning about this. I will need to review this and discuss with them before signing off on.

Todd Willens  
Assistant Deputy Secretary  
U.S. Department of the Interior  
1849 C Street, NW - MIB Room 6116  
Washington, DC 20240

On Oct 31, 2017, at 3:37 PM, Mary Pletcher <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Have you seen this USGS request? Are you good with it?

Sent from my iPhone

Begin forwarded message:

**From:** "Mack, Jonathan" <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>  
**Date:** October 31, 2017 at 2:19:04 PM EDT  
**To:** "Pletcher, Mary" <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)>, "Caroline (Carrie) Soave" <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>  
**Subject:** Fwd: ERB request

Mary, the hard copy of this request we are told will be in our office maybe by tomorrow. If so, are you ok with us adding this to the agenda for Friday?

Thanks!

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----



From: **Soave, Caroline (Carrie)** <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>  
Date: Tue, Oct 31, 2017 at 11:19 AM  
Subject: Fwd: ERB request  
To: "Mack, Jonathan" <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>

Please see the USGS requests below.

Thank you!

----- Forwarded message -----

From: **Benitez, Sharon** <[sbenitez@usgs.gov](mailto:sbenitez@usgs.gov)>  
Date: Tue, Oct 31, 2017 at 11:16 AM  
Subject: ERB request  
To: "Soave, Caroline (Carrie)" <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>  
Cc: Cindy L Lonergan <[clonergan@usgs.gov](mailto:clonergan@usgs.gov)>

Hi Carrie. USGS is requesting to reassign 5 SES Regional Directors to Assistant Directors, and the Regional Director -Midwest to a new position called Associate Director for Integration. We are also requesting to realign (re-title) the Regional Director for Alaska to Associate Director for Alaska and Associate Director for Environmental Health to Senior Science Advisor for Environmental Health. None of these actions require additional allocations. I have attached the ERB memo and PDs. The full package will include the OF-8s, draft Secretarial order, org charts, and resumes.  
If this action could get in the ERB agenda for Friday we would greatly appreciate it. Thanks in advance.

Sharon

--

**Carrie Soave**  
HR Specialist, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-513-0874  
Fax: 202-208-5285

<mime-attachment.html>

<ERB Request to Realign Executives FINAL 10.27.17.doc>

<PD Associate Director Alaska FINAL 10.30.2017.doc>

<mime-attachment.html>

<PD Assistant Director\_FINAL 10.27.17.doc>

<mime-attachment.html>

<PD - AD for Integration FINAL 10.27.17.doc>

<mime-attachment.html>

<PD SL SSA Env Health\_FINAL\_10.30.17.docx>

<mime-attachment.html>

**To:** Mack, Jonathan[jonathan\_mack@ios.doi.gov]  
**Cc:** Caroline (Carrie) Soave[caroline\_soave@ios.doi.gov]  
**From:** Mary Pletcher  
**Sent:** 2017-10-31T15:58:24-04:00  
**Importance:** Normal  
**Subject:** Re: ERB request  
**Received:** 2017-10-31T15:58:32-04:00

Go ahead and include for agenda on Friday. I'm trying to get confirmation that it will not be a surprise.

Sent from my iPhone

On Oct 31, 2017, at 2:19 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Mary, the hard copy of this request we are told will be in our office maybe by tomorrow. If so, are you ok with us adding this to the agenda for Friday?

Thanks!

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

**From:** Soave, Caroline (Carrie) <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>  
**Date:** Tue, Oct 31, 2017 at 11:19 AM  
**Subject:** Fwd: ERB request  
**To:** "Mack, Jonathan" <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>

Please see the USGS requests below.

Thank you!

----- Forwarded message -----

**From:** Benitez, Sharon <[sbenitez@usgs.gov](mailto:sbenitez@usgs.gov)>  
**Date:** Tue, Oct 31, 2017 at 11:16 AM  
**Subject:** ERB request  
**To:** "Soave, Caroline (Carrie)" <[caroline\\_soave@ios.doi.gov](mailto:caroline_soave@ios.doi.gov)>  
**Cc:** Cindy L Lonergan <[clonergan@usgs.gov](mailto:clonergan@usgs.gov)>

Hi Carrie. USGS is requesting to reassign 5 SES Regional Directors to Assistant Directors, and the

Regional Director -Midwest to a new position called Associate Director for Integration. We are also requesting to realign (re-title) the Regional Director for Alaska to Associate Director for Alaska and Associate Director for Environmental Health to Senior Science Advisor for Environmental Health. None of these actions require additional allocations. I have attached the ERB memo and PDs. The full package will include the OF-8s, draft Secretarial order, org charts, and resumes.

If this action could get in the ERB agenda for Friday we would greatly appreciate it. Thanks in advance.

Sharon

--

**Carrie Soave**

HR Specialist, Executive Resources Division

Office of Human Resources

Department of the Interior

Phone: 202-513-0874

Fax: 202-208-5285

<ERB Request to Realign Executives FINAL 10.27.17.doc>

<PD Associate Director Alaska FINAL 10.30.2017.doc>

<PD Assistant Director\_FINAL 10.27.17.doc>

<PD - AD for Integration FINAL 10.27.17.doc>

<PD SL SSA Env Health\_FINAL\_10.30.17.docx>

**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**From:** Mack, Jonathan  
**Sent:** 2017-04-27T15:19:06-04:00  
**Importance:** Normal  
**Subject:** Fwd: Christina K detail  
**Received:** 2017-04-27T15:19:14-04:00

This is good to go....

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

**From:** **Palumbo, David** <[dpalumbo@usbr.gov](mailto:dpalumbo@usbr.gov)>  
**Date:** Thu, Apr 27, 2017 at 2:59 PM  
**Subject:** Re: Christina K detail  
**To:** "Rae, Kerry" <[kerry\\_rae@ios.doi.gov](mailto:kerry_rae@ios.doi.gov)>  
**Cc:** "Bloom, Pia" <[pbloom@usbr.gov](mailto:pbloom@usbr.gov)>, "Mack, Jonathan" <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>, "Hardaway, Peyton" <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>, Michelle Oxyer <[michelle\\_oxyer@ios.doi.gov](mailto:michelle_oxyer@ios.doi.gov)>, Gayle Kunkel-Shields <[gkunkelshields@usbr.gov](mailto:gkunkelshields@usbr.gov)>

Hi Pia and All:

I agree with Kerry. Thank you very much for all of this work on this compressed schedule. It is very much appreciated.

Thank you,

David

On Thu, Apr 27, 2017 at 2:58 PM, Rae, Kerry <[kerry\\_rae@ios.doi.gov](mailto:kerry_rae@ios.doi.gov)> wrote:

Pia and all, thanks very much for the quick progress on this!

---

**Kerry Rae**

Chief of Staff for Water & Science  
U.S. Department of the Interior  
Phone: 202-513-0535  
Mobile: 202-494-4101  
Email: [Kerry\\_Rae@ios.doi.gov](mailto:Kerry_Rae@ios.doi.gov)

On Thu, Apr 27, 2017 at 1:36 PM, Bloom, Pia <[pbloom@usbr.gov](mailto:pbloom@usbr.gov)> wrote:

Good morning,  
Attached is the PD and cover sheet, with Acting Commissioner Murillo's signature for Department signatures/finalization for Monday. Andre Shepet has hand carried the original to your office.

Our security team is working on the badge credentials and our admin/IT staff are setting up equipment and office space.

Thanks,

Pia

On Mon, Apr 24, 2017 at 8:36 AM, David Palumbo <[dpalumbo@usbr.gov](mailto:dpalumbo@usbr.gov)> wrote:

Hi Peyton and All:

Thank you very much for the help.

I have copied Pia Bloom and Gayle Kunkel-Shields who will be helping from Reclamation's HR office. (Thanks)

If I can help with anything, please just let me know.

Thank you,

David  
702-622-4064 (c)

On Apr 24, 2017, at 7:12 AM, Hardaway, Peyton <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)> wrote:

**Good Morning Kerry,**

I will work with the HR folks in BOR regarding the position description. We will process the personnel action, and I will keep you posted if there is anything else needed.

**Thanks,  
Peyton**

On Thu, Apr 20, 2017 at 7:25 PM, Rae, Kerry <[kerry\\_rae@ios.doi.gov](mailto:kerry_rae@ios.doi.gov)> wrote:

Hi David and Peyton,

I'm connecting you two per Mary's email below.

David -- Peyton will be the HR point of contact for Reclamation's HR office to work with on the paperwork to effectuate the one-year detail for Christina. I assume a personnel action (i.e. SF-50 etc) will be needed in order to "on-board" Christina as a Reclamation employee for purposes of email and timekeeping accounts.

Peyton -- David is Reclamation's Deputy Commissioner-Operations and is located in MIB if you need him.

(FYI, regarding the RSA, I can follow up on that independently. I think the personnel action will give me what I need to support that document.)

May 1 will come quickly, so please let me know how I can help.  
Thanks, Kerry

---

**Kerry Rae**

Chief of Staff for Water & Science  
U.S. Department of the Interior  
Phone: 202-513-0535  
Mobile: 202-494-4101  
Email: [Kerry\\_Rae@ios.doi.gov](mailto:Kerry_Rae@ios.doi.gov)

----- Forwarded message -----

From: **Pletcher, Mary** <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)>

Date: Thu, Apr 20, 2017 at 4:46 PM

Subject: Fwd: Christina K detail

To: "Hardaway, Peyton" <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>, Michelle Oxyer  
<[michelle\\_oxyer@ios.doi.gov](mailto:michelle_oxyer@ios.doi.gov)>, Jonathan Mack  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>

Cc: Kerry Rae <[kerry\\_rae@ios.doi.gov](mailto:kerry_rae@ios.doi.gov)>

Peyton/Jonathan/Michelle,

Christina Kalavritinos (SL) from the Office of Hearings and Appeals will be going on detail to the Bureau of Reclamation for a year starting May 1st. We would like to call her a Senior Advisor. We're going to treat her like a Reclamation employee from a timekeeping, email, phone, and performance plan perspective. We'll be doing a RSA to cover the funding.

Can you work with Kerry Rae (cc'd) and Reclamation's HR to set this up? There are no issues from a hiring controls or ERB perspective. If we need to document something for the record, please go ahead and prepare whatever is necessary.

Let me know what questions you have.

Thanks,  
Mary

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

---

**Gary 'Peyton' Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement**  
**(BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources Branch-**  
**D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room**  
**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.8104|Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

**Pia Bloom**  
**Human Resources Specialist**  
**Bureau of Reclamation- Denver**  
Business and Administrative Services Division  
303-445-2715



**To:** Andrea Travnicek[andrea\_travnicek@ios.doi.gov]; Applegate, David[applegate@usgs.gov]  
**From:** Rae, Kerry  
**Sent:** 2017-10-27T18:54:25-04:00  
**Importance:** Normal  
**Subject:** Fwd: draft USGS letter  
**Received:** 2017-10-27T18:55:56-04:00  
20170930\_Draft USGS restructure Appropriations Committee letter (1).docx

Jim actually caught me looking for a phone number, so of course I punished him by asking about the USGS letter. ;)

He'll try to review this weekend and catch DB on it on Monday....I sent the below/attached just to reinforce. Andrea, I wanted you to be aware in case he raises any questions with you.

----- Forwarded message -----

From: **Rae, Kerry** <[kerry\\_rae@ios.doi.gov](mailto:kerry_rae@ios.doi.gov)>  
Date: Fri, Oct 27, 2017 at 6:48 PM  
Subject: draft USGS letter  
To: James Cason <[james\\_cason@ios.doi.gov](mailto:james_cason@ios.doi.gov)>

Hi Jim, to hopefully make your review and response easier, I've attached the current final draft letter regarding the USGS restructure.

We've been working with both POB (on the OMB and Hill notification) and with Mary Pletcher (on impacts/restructure to the RD's positions). Scott is comfortable that the attached draft is ready for Denise to forward to OMB for their review once we receive your go-ahead.

In the meantime, Mary and Scott may be working the HR side of the process up to the ERB - but the OMB review of the attached notification letter doesn't need to wait for that.

Thanks, and have a good weekend!

-Kerry

---

**Kerry Rae**

Chief of Staff for Water & Science  
U.S. Department of the Interior  
Phone: 202-513-0535  
Mobile: 202-494-4101  
Email: [Kerry\\_Rae@ios.doi.gov](mailto:Kerry_Rae@ios.doi.gov)

The Honorable Ken Calvert  
Chairman, Subcommittee on the Interior,  
Environment, and Related Agencies  
Committee on Appropriations  
United States House of Representatives  
Washington, DC 20515

Dear Chairman Calvert:

In accordance with House and Senate Committees on Appropriations' guidelines on reprogramming actions, the Department of the Interior proposes to reorganize the U.S. Geological Survey (USGS) management structure to better connect science planning with science execution.

The proposed changes will improve accountability and management oversight of scientific programs. The new organization will strengthen the USGS' capability to deliver research and other scientific products to other DOI bureaus, other Federal agencies, and USGS collaborators outside of the Federal government. The proposed realignment will shift the management focus to the field, in line with Secretary Zinke's goal to improve efficiency and utilize resources and expertise that is readily available. It will also clarify roles and responsibilities, with line of sight reporting between field activities and the senior leaders accountable for implementing the USGS mission.

The current USGS structure relies on a matrix-management approach with seven Regional Directors (defined geographically) and seven Associate Directors (defined by mission). Currently most of the USGS personnel are managed by the Regional Directors yet program funding and direction are managed through the Associate Directors. The new structure addresses this disconnect by organizing line authority for personnel and programmatic functions under six Associate Directors, organized by mission area. These headquarters-based Associate Directors will report to the USGS Director through the USGS Deputy Director (see enclosures). The new structure maintains the current Associate Director positions with the following changes:

- Combine the Energy & Minerals Mission Area and Environmental Health Mission area into a single Energy & Minerals and Environmental Health Mission Area. The Senior Advisor for Environmental Health (currently Associate Director for Environmental Health) will report to the Associate Director for Energy & Minerals and Environmental Health.

- Establish the Associate Director for Alaska (formerly the Alaska Regional Director), with oversight for the Alaska Integrated Science Center and primary responsibility for coordinating USGS activities in the region and engaging with DOI executives in Alaska.
- Rename the Associate Director for Climate and Land Use Change to the Associate Director for Land Resources consistent with the budget structure changes in the FY 2018 request.

With the Alaska exception noted above, the other 64 field-based Science Centers located across the country will be organized by mission area under the six Associate Directors. The Science Centers are the key organizational unit for the USGS. Science Center directors will have primary responsibility for local, regional, and state-based partnership development and stakeholder engagement and will serve as a conduit from the field to senior management.

To oversee line management of Science Centers, the new structure establishes five field-based Assistant Director positions (formerly Regional Directors) supporting the Associate Directors in the following mission areas: Energy & Minerals and Environmental Health, Ecosystems, Natural Hazards, and Water, which will have one for the East and one for the West reflecting the larger number of Water science centers.

Realigning Regional Directors into mission-based Assistant Directors will streamline the chain of command for the Centers. These Assistant Directors have the ability to align expertise and capacity to issues that require specific USGS capabilities, provide line management authority for the science centers, and serve as members of a newly established Integration Council that facilitates cross-mission approaches to topical, place-based, and science capacity issues that engage multiple missions. The Integration Council will be overseen by an Associate Director for Integration, which will be a conversion of one of the former Regional Director positions.

The proposed reorganization changes the operating structure but does not alter the USGS budget structure presented in the 2018 budget justification. The organizational changes are limited to the reporting structure of the senior managers. The current Regional Director staff will report to the new Assistant Directors, and there will not be any need for relocation of employees. The reorganization will reduce the number of positions in the organization through attrition and voluntary placements with associated savings in space costs. We do not anticipate the need for employee separations as a result of the proposed changes.

We are available to brief you or your staff upon request. As provided under established reprogramming procedures, we will proceed with this reorganization unless we hear from you within 30 days of receipt of this letter. Similar letters have been sent to the Honorable Betty McCollum, Ranking Member, Subcommittee on Interior, Environment, and Related Agencies, Committee on Appropriations, House of Representatives; the Honorable Lisa Murkowski, Chairman, Subcommittee on Interior, Environment, and Related Agencies, Committee on

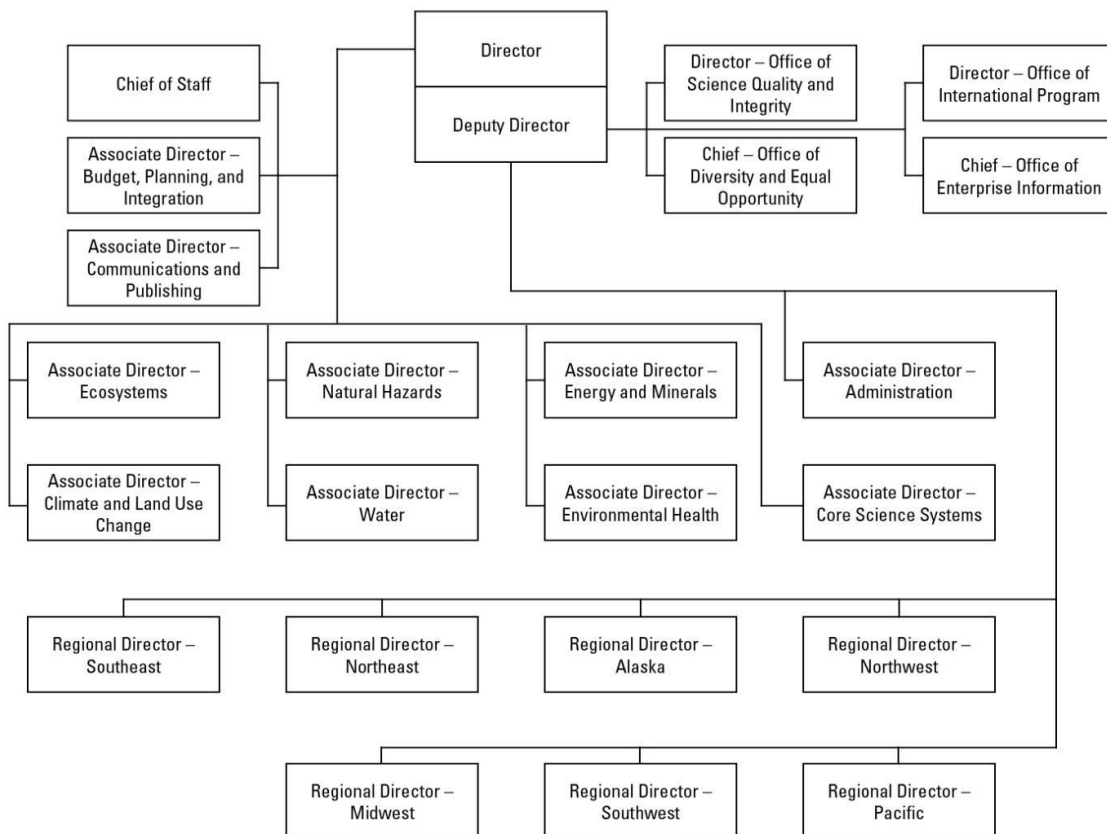
Appropriations, United States Senate; and the Honorable Tom Udall, Ranking Member, Subcommittee on Interior, Environment, and Related Agencies, Committee on Appropriations, United States Senate.

Sincerely,

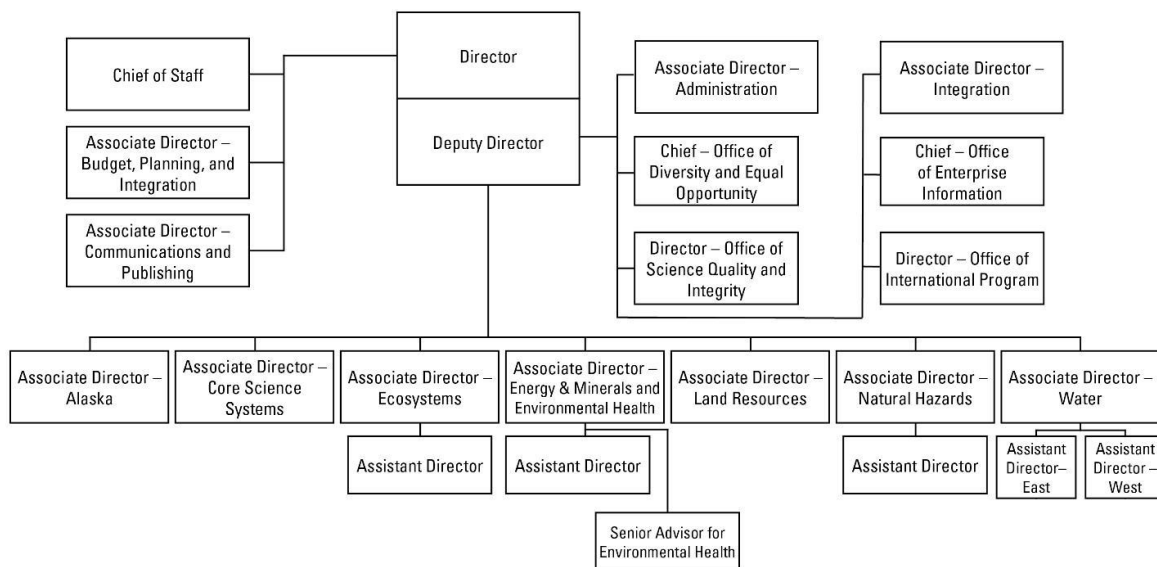
Scott J. Cameron,  
Principal Deputy Assistant Secretary  
Policy, Management and Budget

Enclosures:  
Current USGS Organization Chart  
Proposed USGS Organization Chart

## U.S. Geological Survey Current Organization Structure



## U.S. Geological Survey Proposed Organization Structure



**To:** Jorjani Daniel[daniel.jorjani@sol.doi.gov]  
**From:** Pletcher, Mary  
**Sent:** 2017-10-26T15:23:32-04:00  
**Importance:** Normal  
**Subject:** follow up  
**Received:** 2017-10-26T15:23:39-04:00  
Pletcher Resume October 2017.docx

Dan,

Thanks for your time today - I sincerely appreciate it. I thought it might be helpful for you to have a copy of my resume for your follow up discussions.

Thanks,  
Mary

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

**Mary Pletcher  
Resume**

**WORK EXPERIENCE**

**Job Title:** Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
**Employer:** Department of the Interior  
**Address:** 1849 C St, NW, Washington DC, 20240  
**Series/Grade:** ES-0340  
**Start/End Dates:** June 2013 - present

**Duties and Accomplishments:**

- Serves as the Department of the Interior's Chief Human Capital Officer and oversees human capital policy and programs for Interior's 70,000 employees spanning over 350 diverse occupations and located in 2,400 operating locations.
- Advocates for the human capital interests and needs of Interior's bureau and offices and employees with the Office of Personnel Management, Office of Management and Budget and other stakeholders. Coordinates the implementation of government-wide human capital priorities and programs at Interior.
- Oversees the Department's Office of Human Resources, Office of Civil Rights, Office of Strategic Employee and Organizational Development, and Office of Occupational Safety and Health.
- Serves as a leader in the Department's efforts to develop an inclusive workplace and ensure equal employment opportunity. Efforts include restructuring the Office of Civil Rights to be more responsive, improving the timeliness of investigations and final agency decisions, and launching the Dignity and Respect Campaign.
- Collaborates with and provides strategic guidance and advice to Department and bureau leadership on a wide variety of human capital initiatives and issues.
- Serves as the advisor to the Executive Resources Board on Senior Executive Service (SES) recruitment, compensation, performance and awards issues. Serves as Executive Sponsor for the SES Candidate Development Program. Engages senior executive leadership from across the Department in current and future development programs.
- Provides leadership on workforce planning and restructuring. Supports bureau workforce restructuring needs. Ensures workforce planning activities are completed within the Immediate Office of the Secretary and Policy, Management and Budget offices.
- Serves as the Designated Agency Safety and Health Official and ensures oversight of bureau and office occupational safety and health programs.
- Served as career leader for Engaging the Next Generation priority goal and worked with bureaus and offices to ensure programs were in place to provide 100,000 work and training opportunities to young people.



## Mary Pletcher Resume

**Job Title:** Senior Advisor for Management Initiatives and Transformation  
**Employer:** Department of the Interior  
**Address:** 1849 C St, NW, Washington DC, 20240  
**Series/Grade:** ES-0301  
**Start/End Dates:** November 2011 – June 2013

### Duties and Accomplishments:

- Served as a strategic advisor to the Assistant Secretary for Policy, Management and Budget (PMB) on management initiatives and transformation. Coordinated the Deputies Operating Group - providing an opportunity for bureau operational leadership to communicate, collaborate and engage in problem solving on Department-wide issues.
- Collaborated with PMB Deputy Assistant Secretaries to support Secretary and PMB priorities. Acted as a subject matter expert on information technology transformation.
- Coordinated Interior's efforts to implement the Campaign to Cut Waste which resulted in \$217 million in administrative savings by the end of FY 2013.
- Led the efforts to kick-off the Department's Service First program to rationalize physical locations, maximize resource sharing within regional concentrations, consolidate functions that can be conducted in a more centralized manner, and create Centers of Excellence to create economies of scale. Oversaw the successful award of the Service First BPA and provided leadership on the independent review of the wildland fire program.
- Led the development and implementation of the Hurricane Sandy supplemental funding internal control plan. Developed a process for monthly reporting of obligations and outlays and performance for response and recovery funds and ensured timely submission of reports to the Task Force.
- Supported Department-level sequestration implementation efforts. Reviewed and analyzed bureau sequestration plans to understand impacts on priority goals and supported the development of employee and stakeholder communications on sequestration implementation. Coordinated ongoing reporting to OMB on the impacts of sequestration.

**Job Title:** Acting Director, National Business Center  
 Acting Deputy Director, National Business Center  
**Employer:** Department of the Interior  
**Address:** 1849 C St, NW, Washington DC, 20240  
**Series/Grade:** ES-0301, Limited Term SES  
**Start/End Dates:** July 2010 – January 2011 – Acting Director  
 February 2011 – November 2011 – Acting Deputy Director (*supporting transition to permanent director*)

### Duties and Accomplishments:

- Served as principal manager of the National Business Center, which provides a variety of financial management, accounting, payroll, human resources, procurement, information technology, facilities management, aviation management, and other administrative shared services to the Department of the Interior and other federal agencies. Services are delivered through the Working Capital Fund and the Interior Franchise Fund.
- Led diverse lines of business through a geographically dispersed subordinate staff of 1100 senior executives, program managers, and employees as well as several hundred contractors.

## Mary Pletcher Resume

Office locations included the Washington, DC metropolitan area, Denver, Boise, Anchorage, Sacramento and Sierra Vista, AZ.

- Managed the \$423 million operating budget and provided strategic direction on financial management. Led the institution of enhanced financial controls to ensure segregation of funds and revenue sources so that full cost recovery objectives could be realized. Functioned as senior executive budget liaison to Departmental Budget Office and Office of Management and Budget. Identified opportunities to reduce costs to provide more cost effective service delivery. Reviewed all contract actions and facilitated Deputy Assistant Secretary approval to ensure efficient use of resources. After assuming responsibilities, Director's Office overhead decreased by nearly twenty-eight percent.
- Served on the Executive Steering Committee for NBC's independent third-party strategic assessment which defined the long-term strategy for NBC offerings.
- Led the development and oversaw the implementation of the DOI customer service improvement action plan. The purpose of the plan was to improve customer service, reduce costs, provide greater transparency, and improve communication and collaboration. Effort resulted in improved customer partnerships and better internal communication and collaboration.
- Managed the NBC Strategic Human Capital Office responsible for workforce planning and employee programs. Implemented Employee Council and provided ongoing senior executive support of Council efforts.

**Job Title:** Economic Recovery Project Leader/Deputy Recovery Act Coordinator  
**Employer:** Department of the Interior  
**Address:** 1849 C St, NW, Washington DC, 20240  
**Series/Grade:** ES-0301, Limited Term SES  
**Start/End Dates:** May 2009 – July 2010

### **Duties and Accomplishments:**

- Functioned as Deputy Recovery Act Coordinator, advising the Senior Adviser to the Secretary for Economic Recovery and Deputy Assistant Secretary for Budget and Business Management in the oversight of Interior's \$3 billion in Recovery Act funding. Provided expert executive level advice, guidance, and support on all aspects of the implementation of the economic recovery at Interior.
- Oversaw the award of 4,385 line item construction, deferred maintenance and other projects and monitored project completion. Ensured funds were spent in accordance with the President's objectives, including that recovery funds are awarded and distributed in a prompt, fair and reasonable manner; that the recipients and uses of all recovery funds are transparent to the public, and that the public benefits of these funds are reported clearly, accurately, and in a timely manner; that the recovery funds are used for authorized purposes and every step is taken to prevent instances of fraud, waste, error, and abuse; that projects funded under the recovery legislation avoid unnecessary delays and cost overruns; and that programs meet specific goals and targets, and contribute to improved performance on economic indicators.
- Maintained liaison with high level officials in other government agencies, including OMB, the Vice President's Recovery Implementation Office, and congressional committees. Regularly reports on Interior's Recovery Act implementation progress to OMB, the Vice President's Recovery Implementation Office, and the House of Representatives, Committee

## Mary Pletcher Resume

on Appropriations. Provides frequent briefings and updates to OMB on Recovery Act efforts. Develops congressional testimony on Recovery Act implementation, coordinates responses to questions for the record, project inquiries, and other data requests.

- Oversaw and coordinated the development and implementation of Recovery Act policies, procedures and guidance. Ensured policy, procedures and guidance were in conformance with the Secretary's and Administration's priorities and goals. Ensured policies, procedures and guidance advanced and expedited recovery investments and projects.
- Ensured compliance with reporting requirements. Oversaw gathering, compilation and preparation of data. Coordinated Interior's validation of recipient reporting.
- Provided leadership to the Bureau Coordinators responsible for coordination of Recovery Act implementation within their respective bureaus. Ensured clear and concise information flow and project and program coordination between the Department and Bureau staffs.
- Nominated and selected as 2011 Service to America Medal Finalist for efforts overseeing Recovery Act.

**Job Title:** Program Analyst,  
**Employer:** Department of the Interior  
**Address:** 1849 C St, NW, Washington DC, 20240  
**Series/Grade:** GS-0343, GS-15  
**Start/End Dates:** February 2009 – May 2009

### **Duties and Accomplishments:**

From February 2009 to May 2009, functioned as the Office of Budget, Recovery Act Coordinator performing the duties described above for the Economic Recovery Project Leader.

**Job Title:** Enterprise CPIC Program Manager  
**Employer:** Department of the Interior  
**Address:** 1849 C St, NW, Washington DC, 20240  
**Series/Grade:** GS-2210, GS-14  
**Start/End Dates:** April 2006 – February 2009

### **Duties and Accomplishments:**

- Led effort to enhance the Department-wide process for selecting and managing the nearly one billion dollar annual information technology portfolio. Monitored the performance of all major investments to ensure performance within cost and schedule performance baselines.
- Identified at-risk projects and worked with stakeholders to conduct project reviews and develop and implement corrective action plans.
- Coordinated development and preparation of the information technology budget for Interior. Coordinated the development of the Exhibit 53 and analyzed all Budget/Office submissions to ensure alignment with budgetary decisions. Provided guidance to the Bureaus on development of OMB Exhibit 300s for major investments and reviewed all Exhibit 300s for major investments prior to budget submission.
- Coordinated preparation of budget formulation materials for the Office of the Chief Information Officer. Compiled and analyzed Working Capital Fund budget requests. Briefed Working Capital Fund Consortium on OCIO investments. Developed business cases for Office of the Chief Information Office investments.

**Mary Pletcher  
Resume**

**Other Work Experience**

<b>Title</b>	<b>Employer</b>	<b>Start/End Dates</b>
Director of Strategic Consulting	Digital Management, Inc.	October 2005 – April 2006
Associate	Booz Allen Hamilton	August 1999 – October 2005
Associate Member of Technical Staff	Vredenburg	April 1999 – August 1999
Level 1 Consultant	EDS/A.T. Kearney – Enterprise Solutions	July 1997 – April 1999

**EDUCATION/TRAINING**

**Institution:** Department of the Interior  
**Location:** Washington, DC  
**Program:** Senior Executive Service Candidate Development Program  
**Date of Program:** October 2008 – June 2010

**Institution:** American University – Washington College of Law  
**Location:** Washington, DC  
**Degree:** Juris Doctor, *Cum Laude*  
**Date of Degree:** May 2007

**Institution:** University of Florida  
**Location:** Gainesville, FL  
**Degree:** Bachelor of Science in Business Administration  
**Major:** Management with a Concentration in Decision Support Systems  
**Date of Degree:** May 1997

**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**From:** Jonathan Mack  
**Sent:** 2017-04-25T09:27:35-04:00  
**Importance:** Normal  
**Subject:** Re: DST moves  
**Received:** 2017-04-25T09:27:44-04:00

We asked and BSEE is not aware of ones existence...

Sent from my iPad

On Apr 25, 2017, at 9:18 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Were we able to find out if she has a valid telework agreement?

Mary

On Tue, Apr 25, 2017 at 9:17 AM, Jonathan Mack <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Nope..

Sent from my iPad

On Apr 25, 2017, at 9:17 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Do we have any record that Liz approved the duty station being in Montana?

On Mon, Apr 24, 2017 at 4:01 PM, Mack, Jonathan  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

yes..., and it doesn't say Liz approved it, only that he wanted to discuss it with her....

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

On Mon, Apr 24, 2017 at 3:57 PM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

But it wasn't in the ERB memo. Is this the only record?

Mary

On Mon, Apr 24, 2017 at 3:55 PM, Mack, Jonathan  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

From: **Williams, Erica** <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:49 PM  
Subject: Fwd: DST moves  
To: "Oxyer, Michelle" <[michelle\\_oxyer@ios.doi.gov](mailto:michelle_oxyer@ios.doi.gov)>, Jonathan Mack  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>  
Cc: Peyton Hardaway <[Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)>

Per our discussion.

**Erica J. Williams**

Human Resources Specialist (Executive Resources)  
DOI | BSEE  
HRD | Executive Resources Branch  
1849 C Street N.W. (RM: 5444)  
Washington, DC 20240  
Office: 202-208-1894 | Email: [Erica.Williams@bsee.gov](mailto:Erica.Williams@bsee.gov)  
Fax: 202-219-8104

----- Forwarded message -----

From: **Hardaway, Peyton** <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:35 PM  
Subject: Fwd: DST moves  
To: Erica Williams <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>

FYI

----- Forwarded message -----

From: **Logan, Vincent** <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)>  
Date: Mon, Dec 5, 2016 at 12:14 PM  
Subject: Re: DST moves  
To: "Hardaway, Peyton" <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>

Or come down to my office after lunch? I need to call Liz after we meeting. 1p? 130?

On Mon, Dec 5, 2016 at 12:05 PM, Hardaway, Peyton  
<[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)> wrote:

She wants the Duty Station to be Montana. Are you fine with that?

On Thu, Dec 1, 2016 at 11:52 AM, Logan, Vincent <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)> wrote:

Just sent Liz a message that we want to proceed with moving Deb to DST for Business Management.

Let me know if you have any questions. Thx

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov.ost](http://www.doi.gov.ost)

--

---

**Gary 'Peyton' Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement (BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources Branch-D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room (5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.0148 |Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov.ost](http://www.doi.gov.ost)

--

---

**Gary 'Peyton' Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program**  
**Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental**  
**Enforcement (BSEE)|Human Resources Division (HRD)|HR Operations**  
**and Executive Resources Branch-D.C. 1849 C St. NW, Washington D.C.,**  
**20240 |Main Interior Building - Room**  
**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.8104|Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505



**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**From:** Jonathan Mack  
**Sent:** 2017-04-25T09:17:28-04:00  
**Importance:** Normal  
**Subject:** Re: DST moves  
**Received:** 2017-04-25T09:17:37-04:00

Nope..

Sent from my iPad

On Apr 25, 2017, at 9:17 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Do we have any record that Liz approved the duty station being in Montana?

On Mon, Apr 24, 2017 at 4:01 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

yes..., and it doesn't say Liz approved it, only that he wanted to discuss it with her....

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

On Mon, Apr 24, 2017 at 3:57 PM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

But it wasn't in the ERB memo. Is this the only record?

Mary

On Mon, Apr 24, 2017 at 3:55 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

From: **Williams, Erica** <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:49 PM  
Subject: Fwd: DST moves  
To: "Oxyer, Michelle" <[michelle\\_oxyer@ios.doi.gov](mailto:michelle_oxyer@ios.doi.gov)>, Jonathan Mack  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>  
Cc: Peyton Hardaway <[Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)>

Per our discussion.

**Erica J. Williams**

Human Resources Specialist (Executive Resources)  
DOI | BSEE  
HRD | Executive Resources Branch  
1849 C Street N.W. (RM: 5444)  
Washington, DC 20240  
Office: 202-208-1894 | Email: [Erica.Williams@bsee.gov](mailto:Erica.Williams@bsee.gov)  
Fax: 202-219-8104

----- Forwarded message -----

From: **Hardaway, Peyton** <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:35 PM  
Subject: Fwd: DST moves  
To: Erica Williams <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>

FYI

----- Forwarded message -----

From: **Logan, Vincent** <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)>  
Date: Mon, Dec 5, 2016 at 12:14 PM  
Subject: Re: DST moves  
To: "Hardaway, Peyton" <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>

Or come down to my office after lunch? I need to call Liz after we meeting. 1p? 130?

On Mon, Dec 5, 2016 at 12:05 PM, Hardaway, Peyton <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>  
wrote:

She wants the Duty Station to be Montana. Are you fine with that?

On Thu, Dec 1, 2016 at 11:52 AM, Logan, Vincent <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)> wrote:

Just sent Liz a message that we want to proceed with moving Deb to DST for Business  
Management.

Let me know if you have any questions. Thx

--

Vincent G. Logan

Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov/ost](http://www.doi.gov/ost)

--

---

**Gary ‘*Peyton*’ Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement**  
**(BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources Branch-**  
**D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room**  
**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.0148 |Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov/ost](http://www.doi.gov/ost)

--

---

**Gary ‘*Peyton*’ Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement**  
**(BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources Branch-**  
**D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room**  
**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.8104|Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity

Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

**To:** Mack, Jonathan[jonathan\_mack@ios.doi.gov]  
**From:** Pletcher, Mary  
**Sent:** 2017-04-25T09:17:04-04:00  
**Importance:** Normal  
**Subject:** Re: DST moves  
**Received:** 2017-04-25T09:17:11-04:00

Do we have any record that Liz approved the duty station being in Montana?

On Mon, Apr 24, 2017 at 4:01 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

yes..., and it doesn't say Liz approved it, only that he wanted to discuss it with her....

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

On Mon, Apr 24, 2017 at 3:57 PM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

But it wasn't in the ERB memo. Is this the only record?

Mary

On Mon, Apr 24, 2017 at 3:55 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

From: **Williams, Erica** <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:49 PM  
Subject: Fwd: DST moves  
To: "Oxyer, Michelle" <[michelle\\_oxyer@ios.doi.gov](mailto:michelle_oxyer@ios.doi.gov)>, Jonathan Mack  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>  
Cc: Peyton Hardaway <[Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)>

Per our discussion.

**Erica J. Williams**

Human Resources Specialist (Executive Resources)  
DOI | BSEE  
HRD | Executive Resources Branch  
1849 C Street N.W. (RM: 5444)  
Washington, DC 20240  
Office: 202-208-1894 | Email: [Erica.Williams@bsee.gov](mailto:Erica.Williams@bsee.gov)  
Fax: 202-219-8104

----- Forwarded message -----

From: **Hardaway, Peyton** <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:35 PM  
Subject: Fwd: DST moves  
To: Erica Williams <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>

FYI

----- Forwarded message -----

From: **Logan, Vincent** <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)>  
Date: Mon, Dec 5, 2016 at 12:14 PM  
Subject: Re: DST moves  
To: "Hardaway, Peyton" <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>

Or come down to my office after lunch? I need to call Liz after we meeting. 1p? 130?

On Mon, Dec 5, 2016 at 12:05 PM, Hardaway, Peyton <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)> wrote:

She wants the Duty Station to be Montana. Are you fine with that?

On Thu, Dec 1, 2016 at 11:52 AM, Logan, Vincent <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)> wrote:

Just sent Liz a message that we want to proceed with moving Deb to DST for Business Management.

Let me know if you have any questions. Thx

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov/ost](http://www.doi.gov/ost)

--

---

**Gary 'Peyton' Hardaway**  
Acting Branch Chief, HR Operations & Executive Resources Program Manager  
U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement (BSEE)|Human  
Resources Division (HRD)|HR Operations and Executive Resources Branch-D.C. 1849 C St. NW,  
Washington D.C., 20240 |Main Interior Building - Room  
(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.0148 |Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov.ost](http://www.doi.gov.ost)

--

---

**Gary 'Peyton' Hardaway**  
Acting Branch Chief, HR Operations & Executive Resources Program Manager  
U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement (BSEE)|Human  
Resources Division (HRD)|HR Operations and Executive Resources Branch-D.C. 1849 C St. NW, Washington  
D.C., 20240 |Main Interior Building - Room  
(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.8104|Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

**To:** Jonathan Mack[jonathan\_mack@ios.doi.gov]  
**From:** Pletcher, Mary  
**Sent:** 2017-04-25T09:18:24-04:00  
**Importance:** Normal  
**Subject:** Re: DST moves  
**Received:** 2017-04-25T09:18:31-04:00

Were we able to find out if she has a valid telework agreement?

Mary

On Tue, Apr 25, 2017 at 9:17 AM, Jonathan Mack <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Nope..

Sent from my iPad

On Apr 25, 2017, at 9:17 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Do we have any record that Liz approved the duty station being in Montana?

On Mon, Apr 24, 2017 at 4:01 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

yes..., and it doesn't say Liz approved it, only that he wanted to discuss it with her....

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

On Mon, Apr 24, 2017 at 3:57 PM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

But it wasn't in the ERB memo. Is this the only record?

Mary

On Mon, Apr 24, 2017 at 3:55 PM, Mack, Jonathan <[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)> wrote:

Jonathan Mack  
Director, Executive Resources Division



Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

From: **Williams, Erica** <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:49 PM  
Subject: Fwd: DST moves  
To: "Oxyer, Michelle" <[michelle\\_oxyer@ios.doi.gov](mailto:michelle_oxyer@ios.doi.gov)>, Jonathan Mack  
<[jonathan\\_mack@ios.doi.gov](mailto:jonathan_mack@ios.doi.gov)>  
Cc: Peyton Hardaway <[Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)>

Per our discussion.

**Erica J. Williams**

Human Resources Specialist (Executive Resources)  
DOI | BSEE  
HRD | Executive Resources Branch  
1849 C Street N.W. (RM: 5444)  
Washington, DC 20240  
Office: 202-208-1894 | Email: [Erica.Williams@bsee.gov](mailto:Erica.Williams@bsee.gov)  
Fax: 202-219-8104

----- Forwarded message -----

From: **Hardaway, Peyton** <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>  
Date: Mon, Apr 24, 2017 at 3:35 PM  
Subject: Fwd: DST moves  
To: Erica Williams <[erica.williams@bsee.gov](mailto:erica.williams@bsee.gov)>

FYI

----- Forwarded message -----

From: **Logan, Vincent** <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)>  
Date: Mon, Dec 5, 2016 at 12:14 PM  
Subject: Re: DST moves  
To: "Hardaway, Peyton" <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>

Or come down to my office after lunch? I need to call Liz after we meeting. 1p? 130?

On Mon, Dec 5, 2016 at 12:05 PM, Hardaway, Peyton <[peyton.hardaway@bsee.gov](mailto:peyton.hardaway@bsee.gov)>  
wrote:

She wants the Duty Station to be Montana. Are you fine with that?

On Thu, Dec 1, 2016 at 11:52 AM, Logan, Vincent <[vincent\\_logan@ost.doi.gov](mailto:vincent_logan@ost.doi.gov)> wrote:

Just sent Liz a message that we want to proceed with moving Deb to DST for Business Management.

Let me know if you have any questions. Thx

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov.ost](http://www.doi.gov.ost)

--

---

**Gary 'Peyton' Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement**  
**(BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources**  
**Branch-D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room**  
**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.0148 |Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

Vincent G. Logan  
Special Trustee for American Indians  
U.S. Department of the Interior  
Office of the Special Trustee for American Indians  
1849 C Street NW, Room 3246  
Washington, DC 20240  
Main: 202.208.4866  
[www.doi.gov.ost](http://www.doi.gov.ost)

--

---

**Gary 'Peyton' Hardaway**  
**Acting Branch Chief, HR Operations & Executive Resources Program Manager**  
**U.S. Department of the Interior|Bureau of Safety and Environmental Enforcement**  
**(BSEE)|Human Resources Division (HRD)|HR Operations and Executive Resources Branch-**  
**D.C. 1849 C St. NW, Washington D.C., 20240 |Main Interior Building - Room**  
**(5446) Tel: 202.208.6607|Cell: 571.524.3961|Fax: 202.219.8104|Email: [Peyton.Hardaway@bsee.gov](mailto:Peyton.Hardaway@bsee.gov)**

--

**Mary Pletcher**

Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**

Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

**Mary Pletcher**

Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]; Michelle Oxyer[michelle\_oxyer@ios.doi.gov]  
**From:** Mack, Jonathan  
**Sent:** 2017-04-24T15:15:14-04:00  
**Importance:** Normal  
**Subject:** Fwd: J. Ruhs - BLM Acting Deputy Director, Ops  
**Received:** 2017-04-24T15:15:21-04:00

Mary, FYI- not sure if your question is related to this from BLM but I initially told Anzanette that they could informally details executives w/out approval for 120 days (not geographically) but when she sent this I was not going to give an affirmative answer to this email as it was much more specific than our phone call and I and asked her to call me, I have not talked with her in more detail....

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

----- Forwarded message -----

From: **Randall, Anzanette** <arandall@blm.gov>  
Date: Fri, Apr 14, 2017 at 5:49 PM  
Subject: J. Ruhs - BLM Acting Deputy Director, Ops  
To: "Mack, Jonathan" <jonathan\_mack@ios.doi.gov>

Hi Jonathan,

This email is a follow up to our previous conversation regarding Executive Resource Board (ERB) approval for SES details. Please confirm that there is no formal personnel action/request necessary or required by the ERB at this time, to appoint John Ruhs as the Acting Deputy Director, Operations for the Bureau of Land Management. John is a SES employee within the BLM. His current position of record is the Nevada State Director.

Thank you for your assistance!

--

Anzanette C. Randall

Deputy Assistant Director,

Human Capital Management Directorate

Bureau of Land Management

1849 C Street, NW Room 5613

Washington, D.C. 20240

(o) 202-501-6723

(f) 202-208-6687

[arandall@blm.gov](mailto:arandall@blm.gov)

**To:** Scott Hommel[scott\_hommel@ios.doi.gov]  
**From:** Guiden, Nancy  
**Sent:** 2017-05-22T15:40:08-04:00  
**Importance:** Normal  
**Subject:** more files  
**Received:** 2017-05-22T15:40:47-04:00  
[2017Reorganizing the Executive Branch.eo.docx](#)  
[DOI AGENCY SHEET WHO.docx](#)  
[Hommel Reg Memo \(1\).pdf](#)

Vr,

Nancy Guiden  
U.S. Department of the Interior  
Immediate Office of the Secretary  
Washington, DC 20240  
202-208-6087  
[nancy\\_guiden@ios.doi.gov](mailto:nancy_guiden@ios.doi.gov)

EXECUTIVE ORDER

- - - - -

COMPREHENSIVE PLAN FOR REORGANIZING THE EXECUTIVE BRANCH

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. Purpose. This order is intended to improve the efficiency, effectiveness, and accountability of the executive branch by directing the Director of the Office of Management and Budget (Director) to propose a plan to reorganize governmental functions and eliminate unnecessary agencies (as defined in section 551(1) of title 5, United States Code), components of agencies, and agency programs.

Sec. 2. Proposed Plan to Improve the Efficiency, Effectiveness, and Accountability of Federal Agencies, Including, as Appropriate, to Eliminate or Reorganize Unnecessary or Redundant Federal Agencies. (a) Within 180 days of the date of this order, the head of each agency shall submit to the Director a proposed plan to reorganize the agency, if appropriate, in order to improve the efficiency, effectiveness, and accountability of that agency.

(b) The Director shall publish a notice in the *Federal Register* inviting the public to suggest improvements in the organization and functioning of the executive branch and shall consider the suggestions when formulating the proposed plan described in subsection (c) of this section.

(c) Within 180 days after the closing date for the submission of suggestions pursuant to subsection (b) of this section, the Director shall submit to the President a proposed plan to reorganize the executive branch in order to improve the efficiency, effectiveness, and accountability of agencies. The proposed plan shall include, as appropriate, recommendations to eliminate unnecessary agencies, components of agencies, and agency programs, and to merge functions. The proposed plan shall include recommendations for any legislation or administrative measures necessary to achieve the proposed reorganization.

(d) In developing the proposed plan described in subsection (c) of this section, the Director shall consider, in addition to any other relevant factors:

(i) whether some or all of the functions of an



agency, a component, or a program are appropriate for the Federal Government or would be better left to State or local governments or to the private sector through free enterprise;

(ii) whether some or all of the functions of an agency, a component, or a program are redundant, including with those of another agency, component, or program;

(iii) whether certain administrative capabilities necessary for operating an agency, a component, or a program are redundant with those of another agency, component, or program;

(iv) whether the costs of continuing to operate an agency, a component, or a program are justified by the public benefits it provides; and

(v) the costs of shutting down or merging agencies, components, or programs, including the costs of addressing the equities of affected agency staff.

(e) In developing the proposed plan described in subsection (c) of this section, the Director shall consult with the head of each agency and, consistent with applicable law,

with persons or entities outside the Federal Government with relevant expertise in organizational structure and management.

Sec. 3. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

- (i) the authority granted by law to an executive department or agency, or the head thereof; or
- (ii) the functions of the Director relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

THE WHITE HOUSE

**To:** Keable, Edward[[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)]  
**Cc:** Pletcher, Mary[[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)]  
**From:** Micah Chambers  
**Sent:** 2017-10-24T15:03:54-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-24T15:04:05-04:00

Sorry, forgot to reply but I'll be ready for 4

Sent from my iPhone

On Oct 24, 2017, at 10:07 AM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

+ Micah

Sorry Micah, I replied to Mary rather than to all and dropped you.

Ed

On Tue, Oct 24, 2017 at 10:05 AM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Yes, a meeting just cleared on my calendar. Should we meet in 5120? Ed

On Tue, Oct 24, 2017 at 9:51 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

It looks like 4pm could work for Ed. I'll have a hard stop at 4:45.

Thanks,  
Mary

On Mon, Oct 23, 2017 at 7:34 PM, Micah Chambers <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Will do and thanks for the reminder. I'm on the hill til 3 tomorrow. What's late afternoon tomorrow look like?

Sent from my iPhone

On Oct 23, 2017, at 7:32 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for Mary and me to learn from you what you have gotten from committee staff about their interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere and we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to to the Hill later in the week - Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah  
<[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views.

Thanks

[https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unathorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unathorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

**Mary Pletcher**

Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Keable, Edward[[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)]  
**Cc:** Pletcher, Mary[[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)]  
**From:** Micah Chambers  
**Sent:** 2017-10-24T15:04:30-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-24T15:04:42-04:00

If we're doing it

Sent from my iPhone

On Oct 24, 2017, at 10:07 AM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

+ Micah

Sorry Micah, I replied to Mary rather than to all and dropped you.

Ed

On Tue, Oct 24, 2017 at 10:05 AM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Yes, a meeting just cleared on my calendar. Should we meet in 5120? Ed

On Tue, Oct 24, 2017 at 9:51 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

It looks like 4pm could work for Ed. I'll have a hard stop at 4:45.

Thanks,  
Mary

On Mon, Oct 23, 2017 at 7:34 PM, Micah Chambers <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Will do and thanks for the reminder. I'm on the hill til 3 tomorrow. What's late afternoon tomorrow look like?

Sent from my iPhone

On Oct 23, 2017, at 7:32 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for Mary and me to learn from you what you have gotten from committee staff about their interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere and we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to to the Hill later in the week - Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah  
<[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views.

Thanks

[https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unathorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unathorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

**Mary Pletcher**

Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*



**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**Cc:** Micah Chambers[micah\_chambers@ios.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-24T10:06:46-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-24T10:07:13-04:00

+ Micah

Sorry Micah, I replied to Mary rather than to all and dropped you.

Ed

On Tue, Oct 24, 2017 at 10:05 AM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Yes, a meeting just cleared on my calendar. Should we meet in 5120? Ed

On Tue, Oct 24, 2017 at 9:51 AM, Pletcher, Mary <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

It looks like 4pm could work for Ed. I'll have a hard stop at 4:45.

Thanks,  
Mary

On Mon, Oct 23, 2017 at 7:34 PM, Micah Chambers <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Will do and thanks for the reminder. I'm on the hill til 3 tomorrow. What's late afternoon tomorrow look like?

Sent from my iPhone

On Oct 23, 2017, at 7:32 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for Mary and me to learn from you what you have gotten from committee staff about their interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere and we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to do to the Hill later in the week - Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views. Thanks [https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unathorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unathorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Mary Pletcher  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor

U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-24T10:05:56-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-24T10:06:23-04:00

Yes, a meeting just cleared on my calendar. Should we meet in 5120? Ed

On Tue, Oct 24, 2017 at 9:51 AM, Pletcher, Mary <mary\_pletcher@ios.doi.gov> wrote:

It looks like 4pm could work for Ed. I'll have a hard stop at 4:45.

Thanks,  
Mary

On Mon, Oct 23, 2017 at 7:34 PM, Micah Chambers <micah\_chambers@ios.doi.gov> wrote:

Will do and thanks for the reminder. I'm on the hill til 3 tomorrow. What's late afternoon tomorrow look like?

Sent from my iPhone

On Oct 23, 2017, at 7:32 PM, Keable, Edward <edward.keable@sol.doi.gov> wrote:

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for May and me to learn from you what you have gotten from committee staff about there interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere ans we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to to to the Hill later in the week - Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah <micah\_chambers@ios.doi.gov> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy

this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views. Thanks

[https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unathorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unathorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Mary Pletcher  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Micah Chambers[micah\_chambers@ios.doi.gov]  
**Cc:** Keable, Edward[edward.keable@sol.doi.gov]  
**From:** Pletcher, Mary  
**Sent:** 2017-10-24T09:51:24-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-24T09:51:35-04:00

It looks like 4pm could work for Ed. I'll have a hard stop at 4:45.

Thanks,  
Mary

On Mon, Oct 23, 2017 at 7:34 PM, Micah Chambers <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Will do and thanks for the reminder. I'm on the hill til 3 tomorrow. What's late afternoon tomorrow look like?

Sent from my iPhone

On Oct 23, 2017, at 7:32 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for May and me to learn from you what you have gotten from committee staff about there interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere ans we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to to to the Hill later in the week - Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views. Thanks

[https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unathorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unathorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

**Mary Pletcher**  
Department of the Interior  
Deputy Assistant Secretary for Human Capital and Diversity  
Chief Human Capital Officer  
(202) 208-4505

**To:** Gonzalez, Elena[[maria\\_gonzalez@ios.doi.gov](mailto:maria_gonzalez@ios.doi.gov)]  
**Cc:** Michele Singer[[michele\\_singer@ibc.doi.gov](mailto:michele_singer@ibc.doi.gov)]; Amy Holley[[Amy\\_Holley@ios.doi.gov](mailto:Amy_Holley@ios.doi.gov)]  
**From:** Humbert, Harry  
**Sent:** 2017-10-23T13:46:51-04:00  
**Importance:** Normal  
**Subject:** Re: Cantwell Response (EST-4959) re UAS  
**Received:** 2017-10-23T13:46:58-04:00

Could we possibly identify when we think we might announce again the future? I think that might address the overall concern of the constituent.

H

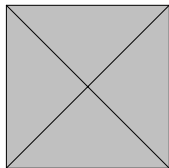
On Mon, Oct 23, 2017 at 1:35 PM, Gonzalez, Elena <[maria\\_gonzalez@ios.doi.gov](mailto:maria_gonzalez@ios.doi.gov)> wrote:

Hi Michele. Good clear draft. I want Amy and Harry to weigh in too, since they have been in the meetings on this topic for a few months now. I am leaning towards needing a little bit more on the contract language, but if they are ok, then I am too.  
Thanks.  
Elena

Elena Gonzalez  
U.S. Department of the Interior  
Deputy Assistant Secretary for Technology, Information and Business Services  
1849 C St NW Room 5124  
Washington, DC 20240  
(o) 202-208-7966

On Mon, Oct 23, 2017 at 12:46 PM, Michele Singer <[michele\\_singer@ibc.doi.gov](mailto:michele_singer@ibc.doi.gov)> wrote:

Please see attached for the brief and factual response to the Cantwell letter. If you are okay with this response, we will initiate the surname process as soon as it is reassigned to IBC by Exec Sec. Thanks!



Michele F. Singer  
Director, Interior Business Center  
U.S. Department of the Interior  
p: (202) 600-0057 w: [doi.gov/ibc](http://doi.gov/ibc)  
e: [michele\\_singer@ibc.doi.gov](mailto:michele_singer@ibc.doi.gov)

Begin forwarded message:

**From:** "Romano, Caroline" <[caroline\\_romano@ibc.doi.gov](mailto:caroline_romano@ibc.doi.gov)>  
**Date:** October 23, 2017 at 12:26:50 PM EDT  
**To:** Michele Singer <[michele\\_singer@ibc.doi.gov](mailto:michele_singer@ibc.doi.gov)>



**Cc:** Malika Peters <[malika\\_peters@ibc.doi.gov](mailto:malika_peters@ibc.doi.gov)>, "O'Neill, Keith" <[keith\\_oneill@ibc.doi.gov](mailto:keith_oneill@ibc.doi.gov)>, Mark Bathrick <[mark\\_bathrick@ios.doi.gov](mailto:mark_bathrick@ios.doi.gov)>  
**Subject:** Cantwell Response (EST-4959) re UAS

Good afternoon, Michele.

Attached is a final version of the subject letter. Keith and Mark helped me with the content and have concurred with the final version. Thanks again y'all for your prompt review.

We are waiting for Exec Sec to reassign EST-4959 from OAS to IBC so that we can submit the letter for surname. The surnaming may be pre-determined in DTS, but as I understand it, we should include:

DAS-TIBS, Elena Gonzalez  
DAS-PRE, Harry Humbert  
DAS-BFPA, Olivia Ferriter  
PMB, Amy Holley  
AS-PMB, Scott Cameron  
SOL, Rich Myers  
and OCL.

I will be out of the office the remainder of this week. However, Malika will have a copy of the letter for Keith's signature when he is at MIB tomorrow. Since the response has passed the 2-month mark, I recommend that we send the final response to the email provided by Senator Cantwell's office:  
[kaitlin\\_larson@cantwell.senate.gov](mailto:kaitlin_larson@cantwell.senate.gov).

Please let me know if you have any changes to the letter or proposed process.

Caroline

--

Caroline Gary Romano  
Chief of Staff

Office of the Director  
Interior Business Center  
(202) 208-5407 office  
[Caroline\\_Romano@ibc.doi.gov](mailto:Caroline_Romano@ibc.doi.gov)  
U.S. Department of the Interior  
Office of the Secretary  
[doi.gov/IBC](http://doi.gov/IBC)

--

**Harry Humbert**  
**Deputy Assistant Secretary**

**Public Safety, Resource Protection, Emergency Services**  
**Department of the Interior**  
**202-208-5773**

**To:** Amy Holley[Amy\_Holley@ios.doi.gov]; Harry Humbert[harry\_humbert@ios.doi.gov]  
**Cc:** Michele Singer[michele\_singer@ibc.doi.gov]  
**From:** Gonzalez, Elena  
**Sent:** 2017-10-23T13:36:14-04:00  
**Importance:** Normal  
**Subject:** Fwd: Cantwell Response (EST-4959) re UAS  
**Received:** 2017-10-23T13:37:04-04:00  
[ATT00001.htm](#)  
[EST-4959 Cantwell response from IBC October 23, 2017 final.docx](#)

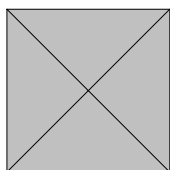
Draft from IBC.

Elena Gonzalez  
U.S. Department of the Interior  
Deputy Assistant Secretary for Technology, Information and Business Services  
1849 C St NW Room 5124  
Washington, DC 20240  
(o) 202-208-7966

----- Forwarded message -----

**From:** Michele Singer <michele\_singer@ibc.doi.gov>  
**Date:** Mon, Oct 23, 2017 at 12:46 PM  
**Subject:** Fwd: Cantwell Response (EST-4959) re UAS  
**To:** [Elena\\_Gonzalez@ios.doi.gov](mailto:Elena_Gonzalez@ios.doi.gov)

Please see attached for the brief and factual response to the Cantwell letter. If you are okay with this response, we will initiate the surname process as soon as it is reassigned to IBC by Exec Sec. Thanks!



Michele F. Singer  
Director, Interior Business Center  
U.S. Department of the Interior  
p: (202) 600-0057 w: [doi.gov/ibc](http://doi.gov/ibc)  
e: [michele\\_singer@ibc.doi.gov](mailto:michele_singer@ibc.doi.gov)

Begin forwarded message:

**From:** "Romano, Caroline" <[caroline\\_romano@ibc.doi.gov](mailto:caroline_romano@ibc.doi.gov)>  
**Date:** October 23, 2017 at 12:26:50 PM EDT  
**To:** Michele Singer <[michele\\_singer@ibc.doi.gov](mailto:michele_singer@ibc.doi.gov)>  
**Cc:** Malika Peters <[malika\\_peters@ibc.doi.gov](mailto:malika_peters@ibc.doi.gov)>, "O'Neill, Keith" <[keith\\_oneill@ibc.doi.gov](mailto:keith_oneill@ibc.doi.gov)>, Mark Bathrick <[mark\\_bathrick@ios.doi.gov](mailto:mark_bathrick@ios.doi.gov)>  
**Subject:** Cantwell Response (EST-4959) re UAS

Good afternoon, Michele.

Attached is a final version of the subject letter. Keith and Mark helped me with the content and have concurred with the final version. Thanks again y'all for your prompt review.

We are waiting for Exec Sec to reassign EST-4959 from OAS to IBC so that we can submit the letter for surname. The surnaming may be pre-determined in DTS, but as I understand it, we should include:

DAS-TIBS, Elena Gonzalez

DAS-PRE, Harry Humbert

DAS-BFPA, Olivia Ferriter

PMB, Amy Holley

AS-PMB, Scott Cameron

SOL, Rich Myers

and OCL.

I will be out of the office the remainder of this week. However, Malika will have a copy of the letter for Keith's signature when he is at MIB tomorrow. Since the response has passed the 2-month mark, I recommend that we send the final response to the email provided by Senator Cantwell's office:

[kaitlin\\_larson@cantwell.senate.gov](mailto:kaitlin_larson@cantwell.senate.gov).

Please let me know if you have any changes to the letter or proposed process.

Caroline

--

Caroline Gary Romano  
Chief of Staff

Office of the Director  
Interior Business Center  
(202) 208-5407 office  
[Caroline\\_Romano@ibc.doi.gov](mailto:Caroline_Romano@ibc.doi.gov)  
U.S. Department of the Interior  
Office of the Secretary  
[doi.gov/IBC](http://doi.gov/IBC)

**To:** Caroline Boulton[caroline\_boulton@ios.doi.gov]  
**From:** Summers, Christina  
**Sent:** 2017-10-23T10:56:08-04:00  
**Importance:** Normal  
**Subject:** JMA Summit - Draft Plan  
**Received:** 2017-10-23T10:56:32-04:00  
Secretary's SES Meeting - Conference Plan v1 10.23.17 rev.docx

Hi Caroline,  
See attached.

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director  
Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibc.doi.gov](http://www.ibc.doi.gov)

Your Focus: Your Mission  
Our Focus: You

**Secretary Zinke's Senior Executive Service Meeting - Conference Plan**

Conference Planning Components	
Conference POC:	Scott Cameron, Acting Assistant Secretary, PMB
Objective:	
SES Audience:	
Schedule:	
Agenda:	
Location:	
Venue:	
Budget:	
Communications:	

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Schedule

<b>November 2017</b>	SUN	M	T	W	TH	F	SAT
Week of 10/29 - 11/4							
Week of 11/5 - 11/11						Hol. - Veterans' Day (Observed)	
Week of 11/12-11/18							
Week of 11/19-11/25	Thanksgiving Week						
Week of 11/26-12/2	OMB Budget Passback						

<b>December 2017</b>	SUN	M	T	W	TH	F	SAT
Week of 12/3 - 12/9	Energy Conference; FY18 Continuing Resolution set to expire 12/8						
Week of 12/10 - 12/16	Possible Contingency/CR						
Week of 12/17-12/23							
Week of 12/24-12/30	Christmas Week						

<b>January 2018</b>	SUN	M	T	W	TH	F	SAT
Week of 12/31-1/6	Holiday - New Year's Day 1/1; Last week of Use or Lose for 2017 Calendar Year						
Week of 1/7-1/13							
Week of 1/14-1/20		Holiday - Martin Luther King, Jr.					
Week of 1/21-1/27							
Week of 1/28-2/3							

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Attendees

#	Options	Pro's	Cons
1	All SES Regional Directors and higher	<ul style="list-style-type: none"> <li>Cost savings by limiting the SES level at Regional Director level and higher.</li> </ul>	<ul style="list-style-type: none"> <li>Not all SES are included, which may impact morale.</li> </ul>
2	All Senior Executive Service (SES) Members	<ul style="list-style-type: none"> <li>All SES Members can benefit from interaction with Secretary and leadership team, and hear the Secretary's vision first hand.</li> </ul>	<ul style="list-style-type: none"> <li>Highest cost option, as at least half of the SES would need to travel for an in person conference; would exceed conference budget if conference is in person.</li> </ul>
3	Hybrid option? - selection of smaller group of SES	<ul style="list-style-type: none"> <li>Flexibility in meeting conference budget constraint.</li> </ul>	<ul style="list-style-type: none"> <li>Not all SES are included, which may impact morale.</li> </ul>



## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Agenda

#### *Potential Agenda Topics:*

<b>Topics</b>	<b>Objective</b>	<b>Presenter</b>
<i>Secretary Zinke's Leadership Team</i>	To introduce the Secretary's leadership team to the Senior Executive Service members; to thank the SES for their work and service and to emphasize working as "one team."	Secretary
<i>Secretarial Priorities</i>	To provide an overview of the Secretary's Top Ten priorities which will inform the SES performance priorities.	Secretary
<i>2018 Performance</i>	To set expectations for the Senior Executive Service members for the upcoming performance cycle.	Secretary
<i>Survey on Harassment</i>	To set expectations of the Secretary's Zero Tolerance Policy for Sexual Harassment; to share and review the DOI results.	Secretary
<i>SES Reassignments</i>	To provide Secretary's philosophy on mobility and adaptability of SES leadership team.	Secretary
<i>Session with Regional Directors</i>	To solicit input from the Regional Directors on what the Secretary can do to support their work.	Secretary
<i>DOI Reorganization: Regionalization &amp; Joint Management Area Structure</i>	To educate the SES on the Secretary's vision for Regionalization and Joint Management Area Structures; potential to review case studies to show JMA structures in action.	Secretary
<i>Emergency Response &amp; Hurricanes Updates</i>	To re-emphasize the importance of emergency response to natural disasters and the multi-year effort recovery anticipated for the recent hurricanes.	Secretary
<i>Ethics Training</i>	To provide annual required Ethics training (1 hour).	Ethics Office
<i>Executive Orders and Secretarial Orders</i>	To educate the SES through a comprehensive overview of each of the relevant Executive Orders and Secretarial Orders and how they impact DOI; set expectations for SES to follow all E.O.'s and S.O.'s.	Deputy Secretary
<i>FY 2018 Enacted Budget</i>	To provide an overview of the enacted budget for FY18 and provide guidance on meeting objectives set forth in the President's FY 2019 Budget.	Deputy Secretary, AS-PMB
<i>DOI Strategic Plan Overview</i>	To provide an overview of DOI's new Strategic Plan, and inform the SES on the Departmental Agency Performance Goals and associated metrics.	Deputy Secretary, AS-PMB
<i>Grants Management &amp; Cooperative Agreements</i>	To set expectations of grants management and cooperative agreements selection and award process; to emphasize connection with Secretarial Priorities, while also furthering the Department's land and water management mission.	Deputy Secretary, AS-PMB

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

<i>Closing out OIG &amp; GAO recommendations</i>	To re-emphasize the importance of addressing and closing out Office of Inspector General (OIG) and Government Accountability Office (GAO); emphasize continuance of compliance with FITARA, conference policy, and other policies.	Deputy Secretary, AS-PMB
<i>Cybersecurity</i>	To provide an overview of DOI's cybersecurity strategy and efforts; to emphasize the importance of continuous vigilance in cybersecurity; to emphasize the roles and responsibilities of SES members in maintaining security of systems and data within their workplaces.	Deputy Secretary, Chief Information Officer (CIO)

### Agenda - Continued

#### *Agenda Format Options:*

**Option 1:** 2 or 3 Day conference; first day with smaller group with break-out sessions

- Day 1 - 15-20 SES from Regional Offices meet in small break-out sessions to explore how the JMA structure might be implemented in practical terms
- Day 2 - All SES
- Day 3 - All SES

**Option 2:**

2 or 3 Day conference; full group attends all 3 days

- Day 1 - All SES
- Day 2 - All SES
- Day 3 - All SES

**Option 3:**

1-2 Day Virtual Conference - cost effective option

#### **Considerations:**

- Secretary's scheduling availability
- Availability of selected venue
- Cost of venue
- Cost of travel
- # of SES attending/traveling

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Location

City	Building	Venue	Pro	Con
Washington, D.C.	Main Interior Building	Auditorium, Bison Bistro	<ul style="list-style-type: none"> <li>- Free venue</li> <li>- Availability of lodging</li> <li>- Travel cost savings as many SES are located in the DMV area</li> </ul>	<ul style="list-style-type: none"> <li>- Leadership is not geographically separated from offices (potential for distraction)</li> <li>- Auditorium is not conducive to interactive, small group sessions; would also need to leverage conference rooms</li> </ul>
Shepherdstown, WV	National Conservation Training Center (NCTC)	Conference Rooms	<ul style="list-style-type: none"> <li>- Leadership geographically separated from offices</li> <li>- Lodging would accommodate large conference (pending date selection)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in travel costs as nearly all SES would be required to travel</li> <li>- Potential limited availability of large block of rooms (dependent on date(s) selected)</li> </ul>
Denver, CO	Denver Federal Center	TBD		
Other?				

#### Considerations:

- Secretary's schedule availability & travel
- Availability of selected venue
- Availability of lodging
- Cost of venue
- Cost of travel
- # of SES attending/traveling

## **Secretary Zinke's Senior Executive Service Meeting - Conference Plan**

### **Budget**

Per the Chief of Staff, budget target is less than \$100,000 for total conference cost.

#### **Considerations:**

- Timing - December can be an expensive month to travel; presents challenges to conference budget.
- Location - impacts the number of SES who will need to travel
- Venue - DOI or GSA owned facilities will be free, or lower cost (such as NCTC) versus private-owned venues
- Travel - based on location and venue; will impact costs
- Attendees - # of SES attending/traveling

### **Communications**

Communications Plan - Plan is needed for internal and external messaging on the purpose of the offsite and the targeted audience.

**To:** Summers, Christina[christina\_summers@ibc.doi.gov]  
**From:** Cameron, Scott  
**Sent:** 2017-10-23T09:43:45-04:00  
**Importance:** Normal  
**Subject:** Re: Secretary's SES Meeting - Conference Plan - For your review/input  
**Received:** 2017-10-23T09:44:22-04:00  
Secretary's SES Meeting - Conference Plan v1 10.20.17 rev.docx

Thanks,  
Scott  
Scott J. Cameron  
Acting Assistant Secretary for Policy, Management and Budget  
Office of the Secretary of the Interior  
Desk 202 208 4242  
Cell 202 706 9031

On Fri, Oct 20, 2017 at 4:08 PM, Summers, Christina <[christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)> wrote:

For your review/input, attached is my summary of everyone's input on the Conference Plan for the Secretary's SES meeting.

Please reply all with any edits/changes, or add in other items I may have missed. (I didn't make it a google doc this time as it messed with the doc format too much).

Thanks!

Christina

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director  
Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibc.doi.gov](http://www.ibc.doi.gov)

Your Focus: Your Mission  
Our Focus: You

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

Conference Planning Components	
Conference POC:	Scott Cameron, Acting Assistant Secretary, PMB
Objective:	
SES Audience:	
Schedule:	
Agenda:	
Location:	
Venue:	
Budget:	

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Schedule

<b>November 2017</b>	SUN	M	T	W	TH	F	SAT
Week of 10/29 - 11/4							
Week of 11/5 - 11/11						Hol. - Veterans' Day (Observed)	
Week of 11/12-11/18							
Week of 11/19-11/25	Thanksgiving Week						
Week of 11/26-12/2	OMB Budget Passback						

<b>December 2017</b>	SUN	M	T	W	TH	F	SAT
Week of 12/3 - 12/9	Energy Conference; FY18 Continuing Resolution set to expire 12/8						
Week of 12/10 - 12/16	Possible Contingency/CR						
Week of 12/17-12/23							
Week of 12/24-12/30	Christmas Week						

<b>January 2018</b>	SUN	M	T	W	TH	F	SAT
Week of 12/31-1/6	Holiday - New Year's Day 1/1; Last week of Use or Lose for 2017 Calendar Year						
Week of 1/7-1/13							
Week of 1/14-1/20		Holiday - Martin Luther King, Jr.					
Week of 1/21-1/27							
Week of 1/28-2/3							

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Attendees

#	Options	Pro's	Cons
1	All SES Regional Directors and higher	<ul style="list-style-type: none"> <li>Cost savings by limiting the SES level at Regional Director level and higher.</li> </ul>	<ul style="list-style-type: none"> <li>Not all SES are included, which may impact morale.</li> </ul>
2	All Senior Executive Service (SES) Members	<ul style="list-style-type: none"> <li>All SES Members can benefit from interaction with Secretary and leadership team, and hear the Secretary's vision first hand.</li> </ul>	<ul style="list-style-type: none"> <li>Highest cost option, as at least half of the SES would need to travel for an in person conference; would exceed conference budget if conference is in person.</li> </ul>
3	Hybrid option? - selection of smaller group of SES	<ul style="list-style-type: none"> <li>Flexibility in meeting conference budget constraint.</li> </ul>	<ul style="list-style-type: none"> <li>Not all SES are included, which may impact morale.</li> </ul>



## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Agenda

#### Potential Agenda Topics:

Topics	Objective	Presenter
<i>Secretary Zinke's Leadership Team</i>	To introduce the Secretary's leadership team to the Senior Executive Service members; to thank the SES for their work and service and to emphasize working as "one team."	Secretary
<i>Secretarial Priorities</i>	To provide an overview of the Secretary's Top Ten priorities which will inform the SES performance priorities.	Secretary
<i>2018 Performance</i>	To set expectations for the Senior Executive Service members for the upcoming performance cycle.	Secretary
<i>Survey on Harassment</i>	To set expectations of the Secretary's Zero Tolerance Policy for Sexual Harassment; to share and review the DOI results.	Secretary
<i>SES Reassignments</i>	To provide Secretary's philosophy on mobility and adaptability of SES leadership team.	Secretary
<i>Session with Regional Directors</i>	To solicit input from the Regional Directors on what the Secretary can do to support their work.	Secretary
<i>DOI Reorganization: Regionalization &amp; Joint Management Area Structure</i>	To educate the SES on the Secretary's vision for Regionalization and Joint Management Area Structures; potential to review case studies to show JMA structures in action.	Secretary
<i>Emergency Response &amp; Hurricanes Updates</i>	To re-emphasize the importance of emergency response to natural disasters and the multi-year effort recovery anticipated for the recent hurricanes.	Secretary
<i>Ethics Training</i>	To provide annual required Ethics training (1 hour).	Ethics Office
<i>Executive Orders and Secretarial Orders</i>	To educate the SES through a comprehensive overview of each of the relevant Executive Orders and Secretarial Orders and how they impact DOI; set expectations for SES to follow all E.O.'s and S.O.'s.	Deputy Secretary
<i>FY 2018 Enacted Budget</i>	To provide an overview of the enacted budget for FY18 and provide guidance on meeting objectives set forth in the President's FY 2019 Budget.	Deputy Secretary, AS-PMB
<i>DOI Strategic Plan Overview</i>	To provide an overview of DOI's new Strategic Plan, and inform the SES on the Departmental Agency Performance Goals and associated metrics.	Deputy Secretary, AS-PMB
<i>Grants Management &amp; Cooperative Agreements</i>	To set expectations of grants management and cooperative agreements selection and award process; to emphasize connection with Secretarial Priorities, while also furthering the Department's land and water management mission.	Deputy Secretary, AS-PMB

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

<i>Closing out OIG &amp; GAO recommendations</i>	To re-emphasize the importance of addressing and closing out Office of Inspector General (OIG) and Government Accountability Office (GAO); emphasize continuance of compliance with FITARA, conference policy, and other policies.	Deputy Secretary, AS-PMB
<i>Cybersecurity</i>	To provide an overview of DOI's cybersecurity strategy and efforts; to emphasize the importance of continuous vigilance in cybersecurity; to emphasize the roles and responsibilities of SES members in maintaining security of systems and data within their workplaces.	Deputy Secretary, Chief Information Officer (CIO)

### Agenda - Continued

#### *Agenda Format Options:*

**Option 1:** 2 or 3 Day conference; first day with smaller group with break-out sessions

- Day 1 - 15-20 SES from Regional Offices meet in small break-out sessions to explore how the JMA structure might be implemented in practical terms
- Day 2 - All SES
- Day 3 - All SES

**Option 2:**

2 or 3 Day conference; full group attends all 3 days

- Day 1 - All SES
- Day 2 - All SES
- Day 3 - All SES

**Option 3:**

1-2 Day Virtual Conference - cost effective option

#### **Considerations:**

- Secretary's scheduling availability
- Availability of selected venue
- Cost of venue
- Cost of travel
- # of SES attending/traveling

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Location

City	Building	Venue	Pro	Con
Washington, D.C.	Main Interior Building	Auditorium, Bison Bistro	<ul style="list-style-type: none"> <li>- Free venue</li> <li>- Availability of lodging</li> <li>- Travel cost savings as many SES are located in the DMV area</li> </ul>	<ul style="list-style-type: none"> <li>- Leadership is not geographically separated from offices (potential for distraction)</li> <li>- Auditorium is not conducive to interactive, small group sessions; would also need to leverage conference rooms</li> </ul>
Shepherdstown, WV	National Conservation Training Center (NCTC)	Conference Rooms	<ul style="list-style-type: none"> <li>- Leadership geographically separated from offices</li> <li>- Lodging would accommodate large conference (pending date selection)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in travel costs as nearly all SES would be required to travel</li> <li>- Potential limited availability of large block of rooms (dependent on date(s) selected)</li> </ul>
Denver, CO	Denver Federal Center	TBD		
Other?				

#### Considerations:

- Secretary's schedule availability & travel
- Availability of selected venue
- Availability of lodging
- Cost of venue
- Cost of travel
- # of SES attending/traveling

## **Secretary Zinke's Senior Executive Service Meeting - Conference Plan**

### **Budget**

Per the Chief of Staff, budget target is less than \$100,000 for total conference cost.

#### **Considerations:**

- Timing - December can be an expensive month to travel; presents challenges to conference budget.
- Location - impacts the number of SES who will need to travel
- Venue - DOI or GSA owned facilities will be free, or lower cost (such as NCTC) versus private-owned venues
- Travel - based on location and venue; will impact costs
- Attendees - # of SES attending/traveling

**To:** Keable, Edward[edward.keable@sol.doi.gov]  
**Cc:** Mary Pletcher[mary\_pletcher@ios.doi.gov]; Rachel Spector[Rachel.Spector@sol.doi.gov]; Ryan McQuighan[ryan\_mcquighan@ios.doi.gov]  
**From:** Holley, Amy  
**Sent:** 2017-10-23T08:18:25-04:00  
**Importance:** Normal  
**Subject:** Re: SES Reassignmnet FOIA Requests  
**Received:** 2017-10-23T08:18:52-04:00

I'm sorry everyone--I see it is scheduled for 10:00 and I have another meeting then. Other meetings are 11:00 - 11:30, 12-1 and 2-3 but could do anything else. Or I can catch up with you later if 10:00 works best for everyone else!

On Sat, Oct 21, 2017 at 11:02 AM, Keable, Edward <edward.keable@sol.doi.gov> wrote:

OK.

What times work best for you on Monday? I am free all morning and after 3:00.

Ed

On Fri, Oct 20, 2017 at 8:06 PM, Mary Pletcher <mary\_pletcher@ios.doi.gov> wrote:

Ed,

I think we should invite Karen Richardson. I can loop back with Jonathan and Michelle if I need production assistance.

Thanks,  
Mary

Sent from my iPhone

On Oct 20, 2017, at 6:22 PM, Keable, Edward <edward.keable@sol.doi.gov> wrote:

Mary, Amy,

It might be beneficial to convene a meeting to talk about the multiple FOIA requests on the SES reassignments toward the goal of providing you with guidance, identifying production priorities, and to answer any questions you might have.

If you let me know what times work for you on Monday, I will convene a meeting. Please let me know if there is anyone else I should invite (e.g. Jonathan and/or Michelle).

Thanks,

Ed

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** christopher\_lawson@ios.doi.gov[christopher\_lawson@ios.doi.gov]  
**From:** Mary Pletcher  
**Sent:** 2017-02-21T15:43:19-05:00  
**Importance:** Normal  
**Subject:** Fwd: BIE Spreadsheet  
**Received:** 2017-02-21T15:43:29-05:00  
[ATT00001.htm](#)  
[BIE-Hiring Freeze-Positions Impacted 02-01-17.xlsx](#)

Sent from my iPhone

Begin forwarded message:

**From:** "Burckman, James" <[james.burckman@bia.gov](mailto:james.burckman@bia.gov)>  
**Date:** February 9, 2017 at 11:14:26 AM EST  
**To:** "Pletcher, Mary" <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)>  
**Cc:** Michael Black <[Mike.Black@bia.gov](mailto:Mike.Black@bia.gov)>, "Dearman, Tony" <[tony.dearman@bie.edu](mailto:tony.dearman@bie.edu)>, "Walters, Sarah" <[sarah\\_walters@ios.doi.gov](mailto:sarah_walters@ios.doi.gov)>  
**Subject:** BIE Spreadsheet

Good Morning,

Attached is the final BIE spreadsheet detailing our requested exemptions to the hiring freeze.

The listing starts off with the SES positions and is further broken down by school.

Any questions, please let me know.

Jim

James N. Burckman  
Director, Human Capital Management  
Assistant Secretary-Indian Affairs  
202-208-2643

POSITION TITLE
<b>SES POSITIONS</b>
Chief Academic Officer, ES-1701, Washington, DC, (BIE-SES-17-02-PQ1845417)
Associate Deputy Director - Performance and Accountability, ES-1720, Washington, DC
Associate Deputy Director - BIE Operated Schools, ES-1701, Albuquerque, NM (BIE-SES-17-03-PQ1852331)
Total
<b>FACILITIES POSITIONS</b>
Facilities Manager, Albuquerque, NM
Total
<b>ADD NAVAJO SPED</b>
School Psychologist
Speech Language Pathologists
Occupational Therapist
Speech Pathologist (Supervisory)
Total
<b>HASKELL INDIAN NATIONS UNIVERSITY</b>
Faculty positions (Math, Arts, Indigenous and American Indian Studies)
Direct services (Library, Administrative and Program Support Staff)
Director of Counseling
Victim Services Director
Contracting Officer
Extension Director
Education Specialist
Faculty positions (Elementary Teacher Education, Business Administration)
Director of Housing
Assessment Coordinator
College Resident Assistants
Athletics Director
Vice-President for Academics
Staff (IT Specialist - INET)
Finance Specialist
Registrar Tech
Program Support
Dean of Humanities
Accounting Technician
Unspecified
Total
<b>ANNETH</b>



STATUS	# OF VACANCIES
Pending review of candidates, rating panel and issuance of certificate(s).	1
Pending approval of ERB and reassignment of current incumbent	1
Pending ERB approval of selected candidate for reassignment within BIE.	1
	3
Recently Vacated, Pending Advertisement	1
	1
Currently Advertised	1
Currently Advertised	3
Currently Advertised	1
Currently Advertised	1
	6
Pending Advertisement	3
Pending Advertisement	8
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Classification/Advertisement	2
Pending Classification/Advertisement	1
Pending Classification/Advertisement	1
Pending Classification/Advertisement	3
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Interviews and/or Selection	5
	36

POSITION TITLE
Substitute Teacher
Teacher
Total
<b>BACA</b>
None
<b>BECLABITO</b>
Teacher (Adult Education)
Teacher (Elementary)
Teacher (SPED)
School Maintenance Worker
Total
<b>BREAD SPRINGS</b>
Teacher
Total
<b>CHEMAWA</b>
Substitute Teacher
Substitute Teacher
Substitute Teacher
School Janitor
School Janitor
Home Living Assistant (Critical)
Home Living Assistant (Intermittent)
Teacher (Math)
School Maintenance Worker (Intermittent)
School Kitchen Helper
School Kitchen Helper (Part-Time)
School Bus Driver
School Bus Driver (Intermittent)
Total
<b>CHEYENNE RIVER INFANT &amp; TODDLER PROGRAM</b>
None
<b>CHEYENNE-EAGLE BUTTE</b>
School Kitchen Helper
Teacher (Science)
Education Technician
Teacher (Science)
Education Technician

STATUS	# OF VACANCIES
	1
	1
	2
	0
Selection made - pending confirmation	1
Pending Readvertisement	1
Pending Advertisement	1
Selection made - pending confirmation	1
	4
Currently Advertised	1
	1
Currently Advertised	1
Selection Made - Did not start BI	1
Pending Interviews	2
Pending Selection	1
Pending Tentative Offer	1
Currently Advertised	7
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Selection Made - Did not start BI	1
Pending Selection	1
Pending BI	1
Pending BI	1
	20
	0
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1

<b>POSITION TITLE</b>
School Janitor
School Janitor – D'Aun Skinner
Education Technician – Susan Martin
Transitional Teacher – Shelby Thompson
Cultural & Traditional Leader – Jr. High School
Cultural & Traditional Leader – Elementary School
Cultural & Traditional Leader – Primary School
Teacher (Elementary) – Primary School
Teacher (Elementary) – Primary School
Teacher (Elementary) – Primary School
Teacher (Elementary) - Primary School
Teacher (Industrial Arts) – High School
Teacher (Mathematics) – High School
Teacher (Music) – Primary School
Teacher (Mathematics) – High School
School Counselor – Primary School
Education Specialist (Special Education Director) – Admin
Assistant Principal – High School
Principal – Admin
Residential Life Manager – Dormitory
Transitional Teacher – High School
Registered Nurse – Primary School
Teacher (Special Education) – Jr. High School
Teacher (Special Education) – Primary School
Total
<b>CHICHILTAH/JONES RANCH</b>
Education Technician (FACE)
Education Technician
Education Technician (SPed)
Teacher (Adult Education)
Total
<b>COTTONWOOD</b>
None
<b>COVE</b>
Teacher (SPED)
Total
<b>T'IISTS'OOZI'BI'OLTA (CROWNPOINT)</b>
Teacher -6th
Teacher (multi-grade/Special)

STATUS	# OF VACANCIES
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
	29
Pending BI	1
Pending BI	1
Pending BI	1
Currently Advertised	1
	4
	0
Tentative Offer Made	1
	1
Pending Interviews and/or Selection	4
Pending Interviews and/or Selection	1

POSITION TITLE
Teacher (Gifted)
Teacher (Lang Arts)
Total
<b>CRYSTAL</b>
None
<b>DENNEHOTSO</b>
None
<b>DUNSEITH</b>
School Bus Driver - Temporary
School Bus Driver - Permanent
Teacher (Elementary) FACE Program
Adult Education Teacher FACE Program
Education Technician (Special Education)
Business Technician
Information Technology Specialist
Total
<b>FLANDREAU</b>
School Maintenance Specialist
Security Guard (Full-time)
Security Guard (Intermittent)
Training Instructor (JROTC)
Teacher (Reading)
Recreation Technician
Home Living Assistant
School Nurse
Teacher (Art)
Total
<b>FT DEFIANCE</b>
None
<b>HAVASUPAI</b>
Teacher (Elementary)
<b>HOPI ELO</b>
School Janitor
School Maintenance worker (Supvy)
Total

STATUS	# OF VACANCIES
Currently Advertised	1
Pending Readvertisement	1
	7
	0
	0
Pending BI	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Interviews and/or Selection and/or Selection	1
Pending Advertisement	1
Pending Advertisement	1
	7
Currently Advertised	1
Currently Advertised	1
Currently Advertised	2
Currently Advertised	1
Currently Advertised	1
Currently Advertised	2
Currently Advertised	5
Pending BI	1
Pending BI	1
	15
	0
Pending Advertisement	1
Pending Interviews and/or Selection	1
Pending Interviews and/or Selection	1
	2

POSITION TITLE
<b>JEEHDEEZA ELEM</b>
None
<b>JEMEZ</b>
None
<b>JOHN F. KENNEDY</b>
School Bus Driver
Education Technician (FACE)
Education Technician
Total
<b>KABIETO</b>
Teacher (Elementary)
Teacher (Lang Arts)
School Bus Driver
Substitute Teacher
Total
<b>KAYENTA</b>
Education Aide
Total
<b>LAKE VALLEY</b>
Teacher
School Bus Driver
Total
<b>MANY FARMS HS</b>
Registrar
Teacher (Construction Technology
Teacher (Transition Specialist)
School Counselor (Residential)
Home Living Assistant
School Bus Driver (Supervisor)
School Kitchen Helper
Facility Manager
Total
<b>MARIANO LAKE</b>
Education Technician
Total



STATUS	# OF VACANCIES
	0
	0
Pending BI	2
Pending BI	1
Pending Advertisement	2
	5
Pending BI	2
Currently Advertised	1
Pending Advertisement	1
Pending Interviews	1
	5
Pending Advertisement	2
	2
	1
	1
	2
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
	8
Currently Advertised	1
	1

POSITION TITLE
<b>NENAHNEZAD</b>
Teacher
Home Living Assistant
Substitute Teacher
Total
<b>OJIBWA INDIAN SCHOOL</b>
Teacher (Elementary)
Librarian
Teacher (PE)
Traditional & Cultural Leader
Teacher (GATE)
Business Technician
Speech Pathologist
Total
<b>OJO ENCINO</b>
Teacher (Elementary)
Education Technician (SPED)
Total
<b>PINE RIDGE</b>
School Kitchen Helper
Teacher (Art)
Education Technician
Education Technician
Teacher (Science/Social Studies)
Training Instructor (JROTC)
School Bus Driver
Substitute Teacher
Tutor
School Janitor
Home Living Assistant
Teacher (Adult Education)
Teacher (Elementaryf)
Teacher (Mathematics)
School Nurse
Total
<b>PINE SPRINGS</b>
Teacher
Substitute Teacher

STATUS	# OF VACANCIES
	2
	1
	2
	5
Vacant - not being advertised	2
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
	8
Pending Advertisement	2
Pending Advertisement	1
	3
Pending BI	3
Cleared BI on 01/23/17 - Confirm on Hold	1
Cleared BI on 01/23/17 - Confirm on Hold	1
Pending Reference Checks	1
Pending BI	1
Cleared BI on 01/23/17 - Confirm on Hold	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending Reference Checks	1
Pending Reference Checks	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
	17
Pending Ratings	2
Currently Advertised	2

POSITION TITLE
School Bus Driver
Total
<b>PUEBLO PINTADO</b>
Teacher
Education Technician
School Cook
Business Technician
School Counselor
Total
<b>RED ROCK</b>
Teacher
Principal
Clerk
Security Guard
Total
<b>RIVERSIDE</b>
Substance Abuse Counselor
Recreation Technician
Home Living Assistants
Total
<b>ROCKY RIDGE</b>
Teacher (Elementary)
Total
<b>SAN FELIPE</b>
Principal
Total
<b>SAN ILDEFONSO</b>
None
<b>SAN SIMON</b>
Education Technician
Total
<b>SANOSTEE</b>
Education Technician
School Maintenance Worker

STATUS	# OF VACANCIES
Currently Advertised	1
	5
Pending Interviews and/or Selection	4
Pending Interviews and/or Selection	1
Pending Interviews and/or Selection	1
Currently Advertised	1
Currently Advertised	1
	8
Pending interviews	1
Currently Advertised	1
Pending Advertisement	1
Pending Advertisement	1
	4
Currently Advertised	1
Currently Advertised	1
Currently Advertised	4
	6
Pending Advertisement	1
	1
Currently Advertised	1
	1
	0
Pending BI	1
	1
Pending BI	1
Confirmed EOD 01/23/17; Will need Agency Head Approval.	1

POSITION TITLE
Total
<b>SANTA CLARA</b>
<b>SANTA ROSA DAY SCHOOL</b>
Education Technician
Secretary
Total
<b>SANTA ROSA RANCH SCHOOL</b>
Secretary
Principal
Total
<b>SEBA DAKAI</b>
School Janitor
Total
<b>SHERMAN</b>
Teacher (Spanish)
Teacher (Transition & Guidance-SPED)
Training Instructor (Agriculture)
Total
<b>SKY CITY</b>
None
<b>TAOS</b>
Principal
Total
<b>TATE TOPA FACILITIES</b>
None
<b>TUBA CITY BOARDING SCHOOL</b>
Education Specialist (SPED)
Teacher (SPED)
Teacher (Math)
Teacher (GATE)
Business Technician
School Cook
Substitute Teachers (Intermittent)
Classroom Monitor

STATUS	# OF VACANCIES
	2
Currently Advertised	1
Pending BI	1
	2
Currently Advertised	1
Pending BI	1
	2
Tentative Letter Issued - on hold	1
	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
	3
	0
Currently Advertised	1
	1
	0
Currently Advertised	1
Currently Advertised	4
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Pending Advertisement	1
Pending Rating	2
Pending Rating	4

POSITION TITLE
Total
<b>T'IIS NAZBAS COMM SCH</b>
Teacher
Education Technician
Substitute Teacher
Clerk
Residential Manager
Total
<b>TOHAALI COMM SCHOOL</b>
None
<b>TOHONO O'HDHAM</b>
Teacher (Science)
Education Technician
Teacher (SPED)
Education Technician
School Kitchen Helper
Total
<b>TONALEA</b>
Substitute Teacher
Total
<b>TSE II AHI SCHOOL (STANDING ROCK)</b>
None
<b>T'SIYA</b>
Principal
School Bus Driver
School Janitor
Total
<b>TURTLE MOUNTAIN MS</b>
Teacher (Special Education)
Teacher (Reading)
Teacher (Enhancement)
Education Technician
School Social Worker
Teacher (Elementary)
Education Technician
Total



STATUS	# OF VACANCIES
	15
Currently Advertised	1
Not advertised at this time	3
Selection made - pending due to freeze	1
Pending Advertisement	1
Currently Advertised	1
	7
	0
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Awaiting release from a different school	1
Pending BI	1
	5
Pending Advertisement	1
	1
	0
	1
	1
	1
	3
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Pending Cert	1
Pending BI	1
Pending BI	1
	7

POSITION TITLE
<b>TURTLE MOUNTAIN ELEM</b>
None
<b>WINGATE ELEMENTARY</b>
Teacher (Elementary)
Teacher (SPED)
Teacher (Library Science)
Education Technician (Early Childhood-FACE)
Education Technician
School Janitor
Cultural & Traditional Leader
Home Living Assistant
Total
<b>WINGATE HS</b>
Teacher (Gifted & Talented)
Teacher (Industrial Arts)
Teacher (Language Arts)
Teacher (Mathematics)
Teacher (Physical Education)
Teacher (Science)
Teacher (Social Studies)
Teacher (Special Education)
Head Teacher
Security Guard
Education Technician
Homeliving Specialist (Supv.)
Home Living Assistant
Total
<b>Southwestern Indian Polytechnic Institute</b>
Human Resources Assistant (OA) Temporary - Emergency Hire
Supervisory Student Services Specialist - Emergency Hire
Financial Analyst (Grants) - Emergency Hire
Security Guard - Emergency Hire
Security Guard - Emergency Hire
Secretary (OA) - Emergency Hire
Supply Technician - Emergency Hire
Secretary - Emergency Hire
Educational Technician - Emergency Hire
Program Support Assistant - Emergency Hire
Educational Technician - Emergency Hire

STATUS	# OF VACANCIES
Pending Ratings - HR	2
Pending Readvertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending BI	2
Pending Readvertisement	1
Pending BI	1
Pending Advertisement	1
	10
Currently Advertised	1
On Hold due to Budget	1
On Hold due to Budget	2
Currently Advertised (1)	3
On Hold due to Budget	1
On Hold due to Budget	1
On Hold due to Budget	3
Currently Advertised	1
Pending Interviews and/or Selection and/or Selection	1
Pending Interviews and/or Selection and/or Selection	1
On Hold due to Budget	1
On Hold due to Budget	1
On Hold due to Budget	2
	19
Pending Confirmation of Appointment	1
Pending Job Offer	1
Pending Job Offer	1
Pending BI	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1

POSITION TITLE
Program Support Assistant - Emergency Hire
Secretary - Emergency Hire
Laborer - Emergency Hire
Maintenance Mechanic Supervisor - Emergency Hire
Human Resources Assistant (OA) Permanent
Supervisory Residential Life Specialist
Instructor (Geospatial Technology)
Instructor (Math)
Program Support Assistant
Supervisory Education Project Specialist
Student Services Specialist
Instructional System Specialist (Distance Education Director)
Educational Technician
Instructor (Natural Resources)
Instructor (Accounting)
Instructor (Network Management)
Instructor (Communications)
Secretary
Financial Analyst (Grants)
Supervisory Student Services Specialist
Secretary
Information Technology Specialist
Institutional Effectiveness Specialist
Supply Technician
Maintenance Mechanic Supervisor
Facilities Assistant (OA)
Program Support Assistant
College Resident Assistant
Laborer
Educational Technician
Purchasing Agent
Secretary
Budget Analyst
Total
<b>TOTAL</b>

STATUS	# OF VACANCIES
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Cert	1
Pending BI	1
Pending Cert	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending Advertisement	1
Appointment confirmed on 01/23/17, EOD 02/05/17; Will need Agency Head Approval.	1
Pending BI	1
Pending Selectee Accept/Decline	1
Pending Interviews and/or Selection	1
Pending Readvertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selectee Accept/Decline	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
	44
	339

POSITION TITLE
<b>BIE DIRECTOR'S OFFICE</b>
Program Manager
Program Specialist (JOM)
Program Analyst (Research)
Chief Academic Officer
Education Research Analyst
Associate Deputy Director (Bureau Operated
Sup Education Specialist (Accountability & Assessment)
NASIS Specialist
NASIS Specialist
Ed Research Analyst
Ed Research Analyst
Ed Research Analyst
NASIS Specialist
Total
<b>DIVISION OF SCHOOL OPERATIONS</b>
Safety & Occupational Health Specialist
Human Resources Specialist (Advisor)
Financial Analyst
Interdisciplinary Gen Engineer/Architect
Grants Management Specialist
Grants Management Specialist
Human Resources Specialist (Advisor)
Interdisciplinary Gen Engineer/Architect
Safety & Occupational Health Specialist
Safety & Occupational Health Specialist
Financial Analyst
Financial Analyst
Financial Analyst
Grants Management Specialist
Grants Management Specialist
Grants Management Specialist
Special Assistant
Management & Program Analyst (Chief Performance Officer) -Supervisory
Program Specialist (Data Analyst)
Supervisory Auditor
Auditor
Auditor
Program Analyst (Audit)
Supervisory Contract Specialist (Division Chief)
Self-Determination Advisor
Supervisory Information Technology Specialist (Division Chief)
Education Technology Specialist (Curriculum and Instruction)
Supervisory Architect/ Civil Engineer (Division Chief)
Education Specialist (Facilities)
Communications Specialist
Program Manager (Budget & Finance) (Division Chief)
Budget Officer
Budget Analyst (Planning and Formulation)
Budget Analyst (Civ Pers)
Budget Analyst (Construction)
Budget Analyst (Execution and Reporting)
Supervisory Financial Analyst (FBMS)

STATUS	# OF VACANCIES
Pending BI	1
Pending BI	1
Pending Advertisement	1
(Unknown) Advertised by ASIA HR	1
Pending Selection	1
(Unknown) Advertised by ASIA HR	1
Pending Selection	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Selection	1
Pending Selection	1
Pending Selection	1
Pending Confirmation of Appointment	1
	13
Pending Cert	1
Pending Advertisement	1
Pending Advertisement	1
Pending Cert	1
Pending Selection	1
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
Pending Cert	1
Pending Cert	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending BI	1
Pending Selectee Accept/Decline	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Cert	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selection	1
Pending Selection	1
Pending Selection	1
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selection	1
Pending Cert	1

Senior Program Analyst (FBMS)
Education Program Specialist
Grants Management Specialist - Albuquerque, NM
Grants Management Specialist - Minneapolis, MN
Grants Management Specialist - Seattle, WA
Lead Management Specialist
General Engineer/Architect
Environmental Protection Specialist
Program Support Assistant
Program Analyst
Property Management Specialist (Chief Property Program Office)
Education Talent Recruiter
Personnel Specialist (Workforce Planner)
Personnel Specialist
Total

#### **DIVISION OF PERFORMANCE AND ACCOUNTABILITY**

Program Support Assistant (OA)
Education Program Specialist
Education Program Specialist
Program Support Assistant (OA)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist
Education Program Specialist (SEP)
Total

#### **ADD, NAVAJO SCHOOLS**

Education Program Specialist (SpEd)
Education Research Analyst
Education Program Administrator (TCS)
Education Specialist (School Improvement)
Education Specialist (School Improvement)
Total

#### **ADD, TRIBALLY CONTROLLED SCHOOLS**

Education Specialist (School Boards)
Education Research Analyst
Education Program Specialist (residential life)
Education Program Specialist (SPED)
Education Program Specialist (Native Language, History, Culture)
Total

#### **ADD, TRIBALLY CONTROLLED SCHOOLS**

Education Program Specialist (native language, history, culture)
Total

**TOTAL**

**NOTE: 20 Positions are on hold due to litigation**



Pending Cert	1
Pending Advertisement	1
Pending BI	1
Pending Selection	1
Pending Selection	1
Pending Advertisement	1
Pending Cert	1
Pending Advertisement	1
Current BIE Position	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
	51
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
Pending BI	1
Pending Cert	1
Pending BI	1
Pending Advertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Cert	1
	11
Pending Readvertisement	1
Pending Selection	1
Pending BI	1
Pending BI	1
Pending BI	1
	5
Pending Readvertisement	1
Pending BI	1
Pending Advertisement	1
Pending Cert	1
Pending BI	1
	5
Pending Confirmation of Appointment	1
	1
	86

**To:** Keable, Edward[edward.keable@sol.doi.gov]  
**Cc:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**From:** Micah Chambers  
**Sent:** 2017-10-23T19:34:26-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-23T19:34:38-04:00

Will do and thanks for the reminder. I'm on the hill til 3 tomorrow. What's late afternoon tomorrow look like?

Sent from my iPhone

On Oct 23, 2017, at 7:32 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for Mary and me to learn from you what you have gotten from committee staff about their interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere and we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to do to the Hill later in the week - Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views. Thanks  
[https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unauthorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unauthorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Chambers, Micah[micah\_chambers@ios.doi.gov]  
**Cc:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-23T19:32:32-04:00  
**Importance:** Normal  
**Subject:** Re: Briefing  
**Received:** 2017-10-23T19:32:59-04:00

Micah,

As we discussed earlier today, Mary and I are happy to talk to you about this briefing when you are ready. It would be helpful for Mary and me to learn from you what you have gotten from committee staff about their interests to the extent they have shared it.

As I also indicated, Mary and I may want to add an agenda item and discuss the SES reassignments with committee staff. This may be a good opportunity to start getting our narrative out into the public sphere and we are interested in your thoughts about that.

I am pulling together some information related to the leak request so I would prefer to do this on Thursday or Friday. Please let us know when you want to talk.

Thanks,

Ed

On Sun, Oct 22, 2017 at 5:03 PM, Chambers, Micah <[micah\\_chambers@ios.doi.gov](mailto:micah_chambers@ios.doi.gov)> wrote:

Ed and Mary. Hope you're doing well and enjoying the weekend. Please see the letter to Dan Jorjani that HNR recently sent. I talked with Dan and we agreed a joint briefing from the two of you would be the best way to satisfy this request. Mostly to touch on the legal portion and whatever HR related questions they might have. Would like to discuss this week and get this process started. Nothing set, so happy to listen to any other views. Thanks

[https://naturalresources.house.gov/uploadedfiles/2017-10-04\\_bishop\\_westerman\\_to\\_jorjani\\_re\\_unauthorized\\_disclosures.pdf](https://naturalresources.house.gov/uploadedfiles/2017-10-04_bishop_westerman_to_jorjani_re_unauthorized_disclosures.pdf)

--

Micah Chambers  
Acting Director  
Office of Congressional & Legislative Affairs  
Office of the Secretary of the Interior

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**Cc:** Amy Holley[Amy\_Holley@ios.doi.gov]; Rachel Spector[Rachel.Spector@sol.doi.gov]; Ryan Mcquighan[ryan\_mcquighan@ios.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-21T11:02:30-04:00  
**Importance:** Normal  
**Subject:** Re: SES Reassignmnet FOIA Requests  
**Received:** 2017-10-21T11:02:57-04:00

OK.

What times work best for you on Monday? I am free all morning and after 3:00.

Ed

On Fri, Oct 20, 2017 at 8:06 PM, Mary Pletcher <[mary\\_pletcher@ios.doi.gov](mailto:mary_pletcher@ios.doi.gov)> wrote:

Ed,

I think we should invite Karen Richardson. I can loop back with Jonathan and Michelle if I need production assistance.

Thanks,  
Mary

Sent from my iPhone

On Oct 20, 2017, at 6:22 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Mary, Amy,

It might be beneficial to convene a meeting to talk about the multiple FOIA requests on the SES reassignments toward the goal of providing your with guidance, identifying production priorities, and to answer any questions you might have.

If you let me know what times work for you on Monday, I will convene a meeting. Please let me know if there is anyone else I should invite (e.g. Jonathan and/or Michelle).

Thanks,

Ed

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Keable, Edward[edward.keable@sol.doi.gov]  
**Cc:** Amy Holley[Amy\_Holley@ios.doi.gov]; Rachel Spector[Rachel.Spector@sol.doi.gov]; Ryan McQuighan[ryan\_mcquighan@ios.doi.gov]  
**From:** Mary Pletcher  
**Sent:** 2017-10-20T20:06:59-04:00  
**Importance:** Normal  
**Subject:** Re: SES Reassignmnet FOIA Requests  
**Received:** 2017-10-20T20:07:08-04:00

Ed,

I think we should invite Karen Richardson. I can loop back with Jonathan and Michelle if I need production assistance.

Thanks,  
Mary

Sent from my iPhone

On Oct 20, 2017, at 6:22 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Mary, Amy,

It might be beneficial to convene a meeting to talk about the multiple FOIA requests on the SES reassignments toward the goal of providing your with guidance, identifying production priorities, and to answer any questions you might have.

If you let me know what times work for you on Monday, I will convene a meeting. Please let me know if there is anyone else I should invite (e.g. Jonathan and/or Michelle).

Thanks,

Ed

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*



**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]; Amy Holley[Amy\_Holley@ios.doi.gov]  
**Cc:** Rachel Spector[Rachel.Spector@sol.doi.gov]; Ryan McQuighan[ryan\_mcquighan@ios.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-20T18:22:14-04:00  
**Importance:** Normal  
**Subject:** SES Reassignmnet FOIA Requests  
**Received:** 2017-10-20T18:22:41-04:00

Mary, Amy,

It might be beneficial to convene a meeting to talk about the multiple FOIA requests on the SES reassignments toward the goal of providing your with guidance, identifying production priorities, and to answer any questions you might have.

If you let me know what times work for you on Monday, I will convene a meeting. Please let me know if there is anyone else I should invite (e.g. Jonathan and/or Michelle).

Thanks,

Ed

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Scott Cameron[scott\_cameron@ios.doi.gov]; Amy Holley[Amy\_Holley@ios.doi.gov]; Olivia Ferriter[Olivia\_Ferriter@ios.doi.gov]; Elena Gonzalez[maria\_gonzalez@ios.doi.gov]; Mary Pletcher[mary\_pletcher@ios.doi.gov]; Harry Humbert[harry\_humbert@ios.doi.gov]; Steve Glomb[steve\_glomb@ios.doi.gov]; Greg Gould[greg.gould@onrr.gov]  
**From:** Summers, Christina  
**Sent:** 2017-10-20T16:08:37-04:00  
**Importance:** Normal  
**Subject:** Secretary's SES Meeting - Conference Plan - For your review/input  
**Received:** 2017-10-20T16:09:08-04:00  
[Secretary's SES Meeting - Conference Plan v1 10.20.17.docx](#)

For your review/input, attached is my summary of everyone's input on the Conference Plan for the Secretary's SES meeting.

Please reply all with any edits/changes, or add in other items I may have missed. (I didn't make it a google doc this time as it messed with the doc format too much).

Thanks!

Christina

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director  
Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibc.doi.gov](http://www.ibc.doi.gov)

Your Focus: Your Mission  
Our Focus: You

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

Conference Planning Components	
Conference POC:	Scott Cameron, Acting Assistant Secretary, PMB
Objective:	
SES Audience:	
Schedule:	
Agenda:	
Location:	
Venue:	
Budget:	

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Schedule

<b>November 2017</b>	SUN	M	T	W	TH	F	SAT
Week of 10/29 - 11/4							
Week of 11/5 - 11/11						Hol. - Veterans' Day (Observed)	
Week of 11/12-11/18							
Week of 11/19-11/25	Thanksgiving Week						
Week of 11/26-12/2	OMB Budget Passback						

<b>December 2017</b>	SUN	M	T	W	TH	F	SAT
Week of 12/3 - 12/9	Energy Conference; FY18 Continuing Resolution set to expire 12/8						
Week of 12/10 - 12/16	Possible Contingency/CR						
Week of 12/17-12/23							
Week of 12/24-12/30	Christmas Week						

<b>January 2018</b>	SUN	M	T	W	TH	F	SAT
Week of 12/31-1/6	Holiday - New Year's Day 1/1; Last week of Use or Lose for 2017 Calendar Year						
Week of 1/7-1/13							
Week of 1/14-1/20		Holiday - Martin Luther King, Jr.					
Week of 1/21-1/27							
Week of 1/28-2/3							

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Attendees

#	Options	Pro's	Cons
1	All SES Regional Directors and higher	<ul style="list-style-type: none"> <li>Cost savings by limiting the SES level at Regional Director level and higher.</li> </ul>	<ul style="list-style-type: none"> <li>Not all SES are included, which may impact morale.</li> </ul>
2	All Senior Executive Service (SES) Members	<ul style="list-style-type: none"> <li>All SES Members can benefit from interaction with Secretary and leadership team, and hear the Secretary's vision first hand.</li> </ul>	<ul style="list-style-type: none"> <li>Highest cost option, as at least half of the SES would need to travel for an in person conference; would exceed conference budget if conference is in person.</li> </ul>
3	Hybrid option? - selection of smaller group of SES	<ul style="list-style-type: none"> <li>Flexibility in meeting conference budget constraint.</li> </ul>	<ul style="list-style-type: none"> <li>Not all SES are included, which may impact morale.</li> </ul>

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Agenda

#### Potential Agenda Topics:

Topics	Objective	Presenter
<i>Secretary Zinke's Leadership Team</i>	To introduce the Secretary's leadership team to the Senior Executive Service members; to thank the SES for their work and service and to emphasize working as "one team."	Secretary
<i>Secretarial Priorities</i>	To provide an overview of the Secretary's priorities which will inform the SES performance priorities.	Secretary
<i>2018 Performance</i>	To set expectations for the Senior Executive Service members for the upcoming performance cycle.	Secretary
<i>Survey on Harassment</i>	To set expectations of the Secretary's Zero Tolerance Policy for Sexual Harassment; to share and review the DOI results.	Secretary
<i>SES Reassignments</i>	To provide Secretary's philosophy on mobility and adaptability of leadership team.	Secretary
<i>Session with Regional Directors</i>	To solicit input from the Regional Directors on what the Secretary can do to support their work.	Secretary
<i>DOI Reorganization: Regionalization &amp; Joint Management Area Structure</i>	To educate the SES on the Secretary's vision for Regionalization and Joint Management Area Structures; potential to review case studies to show JMA structures in action.	Secretary
<i>Emergency Response &amp; Hurricanes Updates</i>	To re-emphasize the importance of emergency response to natural disasters and the multi-year effort recovery anticipated for the recent hurricanes.	Secretary
<i>Ethics Training</i>	To provide annual required Ethics training (1 hour).	Ethics Office
<i>Executive Orders and Secretarial Orders</i>	To educate the SES through a comprehensive overview of each of the relevant Executive Orders and Secretarial Orders and how they impact DOI; set expectations for SES to follow all E.O.'s and S.O.'s.	Deputy Secretary
<i>FY 2018 Enacted Budget</i>	To provide an overview of the enacted budget for FY18 and provide guidance on meeting objectives set forth in the President's Budget.	Deputy Secretary, AS-PMB
<i>DOI Strategic Plan Overview</i>	To provide an overview of DOI's Strategic Plan, and inform the SES on the Departmental goals and associated metrics.	Deputy Secretary, AS-PMB
<i>Grants Management &amp; Cooperative Agreements</i>	To set expectations of grants management and cooperative selection and award process; to emphasize connection with Secretarial Priorities, while also furthering the Department's land and water management mission.	Deputy Secretary, AS-PMB

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

<i>Closing out OIG &amp; GAO recommendations</i>	To re-emphasize the importance of addressing and closing out Office of Inspector General (OIG) and Government Accountability Office (GAO); emphasize continuance of compliance with FITARA, conference policy, and other policies.	Deputy Secretary, AS-PMB
<i>Cybersecurity</i>	To provide an overview of DOI's cybersecurity strategy and efforts; to emphasize the importance of continuous vigilance in cybersecurity; to emphasize the roles and responsibilities of SES members in maintaining security of systems and data within their workplaces.	Deputy Secretary, Chief Information Officer (CIO)

### Agenda - Continued

#### *Agenda Format Options:*

**Option 1:** 2 or 3 Day conference; first day with smaller group with break-out sessions

- Day 1 - 15-20 SES meeting with the Secretary for small break-out sessions to solicit input on what the Secretary can do for the regional directors and for the employees on the ground
- Day 2 - All SES
- Day 3 - All SES

**Option 2:**

2 or 3 Day conference; full group attends all 3 days

- Day 1 - All SES
- Day 2 - All SES
- Day 3 - All SES

**Option 3:**

1-2 Day Virtual Conference - cost effective option

#### **Considerations:**

- Secretary's scheduling availability
- Availability of selected venue
- Cost of venue
- Cost of travel
- # of SES attending/traveling

## Secretary Zinke's Senior Executive Service Meeting - Conference Plan

### Location

City	Building	Venue	Pro	Con
Washington, D.C.	Main Interior Building	Auditorium, Bison Bistro	<ul style="list-style-type: none"> <li>- Free venue</li> <li>- Availability of lodging</li> <li>- Travel cost savings as many SES are located in the DMV area</li> </ul>	<ul style="list-style-type: none"> <li>- Leadership is not geographically separated from offices (potential for distraction)</li> <li>- Auditorium is not conducive to interactive, small group sessions</li> </ul>
Shepherdstown, WV	National Conservation Training Center (NCTC)	Conference Rooms	<ul style="list-style-type: none"> <li>- Leadership geographically separated from offices</li> <li>- Lodging would accommodate large conference (pending date selection)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in travel costs as nearly all SES would be required to travel</li> <li>- Potential limited availability of large block of rooms (dependent on date(s) selected)</li> </ul>
Denver, CO	Denver Federal Center	TBD		
Other?				

#### Considerations:

- Secretary's schedule availability & travel
- Availability of selected venue
- Availability of lodging
- Cost of venue
- Cost of travel
- # of SES attending/traveling



## **Secretary Zinke's Senior Executive Service Meeting - Conference Plan**

### **Budget**

Per the Chief of Staff, budget target is less than \$100,000 for total conference cost.

#### **Considerations:**

- Timing - December can be an expensive month to travel; presents challenges to conference budget.
- Location - impacts the number of SES who will need to travel
- Venue - DOI or GSA owned facilities will be free, or lower cost (such as NCTC) versus private-owned venues
- Travel - based on location and venue; will impact costs
- Attendees - # of SES attending/traveling

**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**Cc:** Michael Black[Mike.Black@bia.gov]; Dearman, Tony[tony.dearman@bie.edu]; Walters, Sarah[sarah\_walters@ios.doi.gov]  
**From:** Burckman, James  
**Sent:** 2017-02-09T11:14:26-05:00  
**Importance:** Normal  
**Subject:** BIE Spreadsheet  
**Received:** 2017-02-09T11:14:34-05:00  
[BIE-Hiring Freeze-Positions Impacted 02-01-17.xlsx](#)

Good Morning,

Attached is the final BIE spreadsheet detailing our requested exemptions to the hiring freeze.

The listing starts off with the SES positions and is further broken down by school.

Any questions, please let me know.

Jim

James N. Burckman  
Director, Human Capital Management  
Assistant Secretary-Indian Affairs  
202-208-2643

POSITION TITLE
<b>SES POSITIONS</b>
Chief Academic Officer, ES-1701, Washington, DC, (BIE-SES-17-02-PQ1845417)
Associate Deputy Director - Performance and Accountability, ES-1720, Washington, DC
Associate Deputy Director - BIE Operated Schools, ES-1701, Albuquerque, NM (BIE-SES-17-03-PQ1852331)
Total
<b>FACILITIES POSITIONS</b>
Facilities Manager, Albuquerque, NM
Total
<b>ADD NAVAJO SPED</b>
School Psychologist
Speech Language Pathologists
Occupational Therapist
Speech Pathologist (Supervisory)
Total
<b>HASKELL INDIAN NATIONS UNIVERSITY</b>
Faculty positions (Math, Arts, Indigenous and American Indian Studies)
Direct services (Library, Administrative and Program Support Staff)
Director of Counseling
Victim Services Director
Contracting Officer
Extension Director
Education Specialist
Faculty positions (Elementary Teacher Education, Business Administration)
Director of Housing
Assessment Coordinator
College Resident Assistants
Athletics Director
Vice-President for Academics
Staff (IT Specialist - INET)
Finance Specialist
Registrar Tech
Program Support
Dean of Humanities
Accounting Technician
Unspecified
Total
<b>ANNETH</b>

STATUS	# OF VACANCIES
Pending review of candidates, rating panel and issuance of certificate(s).	1
Pending approval of ERB and reassignment of current incumbent	1
Pending ERB approval of selected candidate for reassignment within BIE.	1
	3
Recently Vacated, Pending Advertisement	1
	1
Currently Advertised	1
Currently Advertised	3
Currently Advertised	1
Currently Advertised	1
	6
Pending Advertisement	3
Pending Advertisement	8
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Classification/Advertisement	2
Pending Classification/Advertisement	1
Pending Classification/Advertisement	1
Pending Classification/Advertisement	3
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Cert	1
Pending Interviews and/or Selection	5
	36

POSITION TITLE
Substitute Teacher
Teacher
Total
<b>BACA</b>
None
<b>BECLABITO</b>
Teacher (Adult Education)
Teacher (Elementary)
Teacher (SPED)
School Maintenance Worker
Total
<b>BREAD SPRINGS</b>
Teacher
Total
<b>CHEMAWA</b>
Substitute Teacher
Substitute Teacher
Substitute Teacher
School Janitor
School Janitor
Home Living Assistant (Critical)
Home Living Assistant (Intermittent)
Teacher (Math)
School Maintenance Worker (Intermittent)
School Kitchen Helper
School Kitchen Helper (Part-Time)
School Bus Driver
School Bus Driver (Intermittent)
Total
<b>CHEYENNE RIVER INFANT &amp; TODDLER PROGRAM</b>
None
<b>CHEYENNE-EAGLE BUTTE</b>
School Kitchen Helper
Teacher (Science)
Education Technician
Teacher (Science)
Education Technician

STATUS	# OF VACANCIES
	1
	1
	2
	0
Selection made - pending confirmation	1
Pending Readvertisement	1
Pending Advertisement	1
Selection made - pending confirmation	1
	4
Currently Advertised	1
	1
Currently Advertised	1
Selection Made - Did not start BI	1
Pending Interviews	2
Pending Selection	1
Pending Tentative Offer	1
Currently Advertised	7
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Selection Made - Did not start BI	1
Pending Selection	1
Pending BI	1
Pending BI	1
	20
	0
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1

POSITION TITLE
School Janitor
School Janitor – D'Aun Skinner
Education Technician – Susan Martin
Transitional Teacher – Shelby Thompson
Cultural & Traditional Leader – Jr. High School
Cultural & Traditional Leader – Elementary School
Cultural & Traditional Leader – Primary School
Teacher (Elementary) – Primary School
Teacher (Elementary) – Primary School
Teacher (Elementary) – Primary School
Teacher (Elementary) - Primary School
Teacher (Industrial Arts) – High School
Teacher (Mathematics) – High School
Teacher (Music) – Primary School
Teacher (Mathematics) – High School
School Counselor – Primary School
Education Specialist (Special Education Director) – Admin
Assistant Principal – High School
Principal – Admin
Residential Life Manager – Dormitory
Transitional Teacher – High School
Registered Nurse – Primary School
Teacher (Special Education) – Jr. High School
Teacher (Special Education) – Primary School
Total
CHICHILTAH/JONES RANCH
Education Technician (FACE)
Education Technician
Education Technician (SPED)
Teacher (Adult Education)
Total
COTTONWOOD
None
COVE
Teacher (SPED)
Total
T'IISTS'OOZI'BI'OLTA (CROWNPOINT)
Teacher -6th
Teacher (multi-grade/Special)

STATUS	# OF VACANCIES
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
	29
Pending BI	1
Pending BI	1
Pending BI	1
Currently Advertised	1
	4
	0
Tentative Offer Made	1
	1
Pending Interviews and/or Selection	4
Pending Interviews and/or Selection	1



POSITION TITLE
Teacher (Gifted)
Teacher (Lang Arts)
Total
<b>CRYSTAL</b>
None
<b>DENNEHOTSO</b>
None
<b>DUNSEITH</b>
School Bus Driver - Temporary
School Bus Driver - Permanent
Teacher (Elementary) FACE Program
Adult Education Teacher FACE Program
Education Technician (Special Education)
Business Technician
Information Technology Specialist
Total
<b>FLANDREAU</b>
School Maintenance Specialist
Security Guard (Full-time)
Security Guard (Intermittent)
Training Instructor (JROTC)
Teacher (Reading)
Recreation Technician
Home Living Assistant
School Nurse
Teacher (Art)
Total
<b>FT DEFIANCE</b>
None
<b>HAVASUPAI</b>
Teacher (Elementary)
<b>HOPI ELO</b>
School Janitor
School Maintenance worker (Supvy)
Total

STATUS	# OF VACANCIES
Currently Advertised	1
Pending Readvertisement	1
	7
	0
	0
Pending BI	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Interviews and/or Selection and/or Selection	1
Pending Advertisement	1
Pending Advertisement	1
	7
Currently Advertised	1
Currently Advertised	1
Currently Advertised	2
Currently Advertised	1
Currently Advertised	1
Currently Advertised	2
Currently Advertised	5
Pending BI	1
Pending BI	1
	15
	0
Pending Advertisement	1
Pending Interviews and/or Selection	1
Pending Interviews and/or Selection	1
	2

POSITION TITLE
<b>JEEHDEEZA ELEM</b>
None
<b>JEMEZ</b>
None
<b>JOHN F. KENNEDY</b>
School Bus Driver
Education Technician (FACE)
Education Technician
Total
<b>KABIETO</b>
Teacher (Elementary)
Teacher (Lang Arts)
School Bus Driver
Substitute Teacher
Total
<b>KAYENTA</b>
Education Aide
Total
<b>LAKE VALLEY</b>
Teacher
School Bus Driver
Total
<b>MANY FARMS HS</b>
Registrar
Teacher (Construction Technology
Teacher (Transition Specialist)
School Counselor (Residential)
Home Living Assistant
School Bus Driver (Supervisor)
School Kitchen Helper
Facility Manager
Total
<b>MARIANO LAKE</b>
Education Technician
Total

STATUS	# OF VACANCIES
	0
	0
Pending BI	2
Pending BI	1
Pending Advertisement	2
	5
Pending BI	2
Currently Advertised	1
Pending Advertisement	1
Pending Interviews	1
	5
Pending Advertisement	2
	2
	1
	1
	2
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
On Hold due to budget	1
	8
Currently Advertised	1
	1

POSITION TITLE
<b>NENAHNEZAD</b>
Teacher
Home Living Assistant
Substitute Teacher
Total
<b>OJIBWA INDIAN SCHOOL</b>
Teacher (Elementary)
Librarian
Teacher (PE)
Traditional & Cultural Leader
Teacher (GATE)
Business Technician
Speech Pathologist
Total
<b>OJO ENCINO</b>
Teacher (Elementary)
Education Technician (SPED)
Total
<b>PINE RIDGE</b>
School Kitchen Helper
Teacher (Art)
Education Technician
Education Technician
Teacher (Science/Social Studies)
Training Instructor (JROTC)
School Bus Driver
Substitute Teacher
Tutor
School Janitor
Home Living Assistant
Teacher (Adult Education)
Teacher (Elementaryf)
Teacher (Mathematics)
School Nurse
Total
<b>PINE SPRINGS</b>
Teacher
Substitute Teacher

STATUS	# OF VACANCIES
	2
	1
	2
	5
Vacant - not being advertised	2
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
Vacant - not being advertised	1
	8
Pending Advertisement	2
Pending Advertisement	1
	3
Pending BI	3
Cleared BI on 01/23/17 - Confirm on Hold	1
Cleared BI on 01/23/17 - Confirm on Hold	1
Pending Reference Checks	1
Pending BI	1
Cleared BI on 01/23/17 - Confirm on Hold	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending Reference Checks	1
Pending Reference Checks	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
	17
Pending Ratings	2
Currently Advertised	2

POSITION TITLE
School Bus Driver
Total
<b>PUEBLO PINTADO</b>
Teacher
Education Technician
School Cook
Business Technician
School Counselor
Total
<b>RED ROCK</b>
Teacher
Principal
Clerk
Security Guard
Total
<b>RIVERSIDE</b>
Substance Abuse Counselor
Recreation Technician
Home Living Assistants
Total
<b>ROCKY RIDGE</b>
Teacher (Elementary)
Total
<b>SAN FELIPE</b>
Principal
Total
<b>SAN ILDEFONSO</b>
None
<b>SAN SIMON</b>
Education Technician
Total
<b>SANOSTEE</b>
Education Technician
School Maintenance Worker

STATUS	# OF VACANCIES
Currently Advertised	1
	5
Pending Interviews and/or Selection	4
Pending Interviews and/or Selection	1
Pending Interviews and/or Selection	1
Currently Advertised	1
Currently Advertised	1
	8
Pending interviews	1
Currently Advertised	1
Pending Advertisement	1
Pending Advertisement	1
	4
Currently Advertised	1
Currently Advertised	1
Currently Advertised	4
	6
Pending Advertisement	1
	1
Currently Advertised	1
	1
	0
Pending BI	1
	1
Pending BI	1
Confirmed EOD 01/23/17; Will need Agency Head Approval.	1



POSITION TITLE
Total
<b>SANTA CLARA</b>
<b>SANTA ROSA DAY SCHOOL</b>
Education Technician
Secretary
Total
<b>SANTA ROSA RANCH SCHOOL</b>
Secretary
Principal
Total
<b>SEBA DAKAI</b>
School Janitor
Total
<b>SHERMAN</b>
Teacher (Spanish)
Teacher (Transition & Guidance-SPED)
Training Instructor (Agriculture)
Total
<b>SKY CITY</b>
None
<b>TAOS</b>
Principal
Total
<b>TATE TOPA FACILITIES</b>
None
<b>TUBA CITY BOARDING SCHOOL</b>
Education Specialist (SPED)
Teacher (SPED)
Teacher (Math)
Teacher (GATE)
Business Technician
School Cook
Substitute Teachers (Intermittent)
Classroom Monitor

STATUS	# OF VACANCIES
	2
Currently Advertised	1
Pending BI	1
	2
Currently Advertised	1
Pending BI	1
	2
Tentative Letter Issued - on hold	1
	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
	3
	0
Currently Advertised	1
	1
	0
Currently Advertised	1
Currently Advertised	4
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Pending Advertisement	1
Pending Rating	2
Pending Rating	4

POSITION TITLE
Total
<b>T'IIS NAZBAS COMM SCH</b>
Teacher
Education Technician
Substitute Teacher
Clerk
Residential Manager
Total
<b>TOHAALI COMM SCHOOL</b>
None
<b>TOHONO O'HDHAM</b>
Teacher (Science)
Education Technician
Teacher (SPED)
Education Technician
School Kitchen Helper
Total
<b>TONALEA</b>
Substitute Teacher
Total
<b>TSE II AHI SCHOOL (STANDING ROCK)</b>
None
<b>T'SIYA</b>
Principal
School Bus Driver
School Janitor
Total
<b>TURTLE MOUNTAIN MS</b>
Teacher (Special Education)
Teacher (Reading)
Teacher (Enhancement)
Education Technician
School Social Worker
Teacher (Elementary)
Education Technician
Total

STATUS	# OF VACANCIES
	15
Currently Advertised	1
Not advertised at this time	3
Selection made - pending due to freeze	1
Pending Advertisement	1
Currently Advertised	1
	7
	0
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Awaiting release from a different school	1
Pending BI	1
	5
Pending Advertisement	1
	1
	0
	1
	1
	1
	3
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Currently Advertised	1
Pending Cert	1
Pending BI	1
Pending BI	1
	7

POSITION TITLE
<b>TURTLE MOUNTAIN ELEM</b>
None
<b>WINGATE ELEMENTARY</b>
Teacher (Elementary)
Teacher (SPED)
Teacher (Library Science)
Education Technician (Early Childhood-FACE)
Education Technician
School Janitor
Cultural & Traditional Leader
Home Living Assistant
Total
<b>WINGATE HS</b>
Teacher (Gifted & Talented)
Teacher (Industrial Arts)
Teacher (Language Arts)
Teacher (Mathematics)
Teacher (Physical Education)
Teacher (Science)
Teacher (Social Studies)
Teacher (Special Education)
Head Teacher
Security Guard
Education Technician
Homeliving Specialist (Supv.)
Home Living Assistant
Total
<b>Southwestern Indian Polytechnic Institute</b>
Human Resources Assistant (OA) Temporary - Emergency Hire
Supervisory Student Services Specialist - Emergency Hire
Financial Analyst (Grants) - Emergency Hire
Security Guard - Emergency Hire
Security Guard - Emergency Hire
Secretary (OA) - Emergency Hire
Supply Technician - Emergency Hire
Secretary - Emergency Hire
Educational Technician - Emergency Hire
Program Support Assistant - Emergency Hire
Educational Technician - Emergency Hire

STATUS	# OF VACANCIES
Pending Ratings - HR	2
Pending Readvertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending BI	2
Pending Readvertisement	1
Pending BI	1
Pending Advertisement	1
	10
Currently Advertised	1
On Hold due to Budget	1
On Hold due to Budget	2
Currently Advertised (1)	3
On Hold due to Budget	1
On Hold due to Budget	1
On Hold due to Budget	3
Currently Advertised	1
Pending Interviews and/or Selection and/or Selection	1
Pending Interviews and/or Selection and/or Selection	1
On Hold due to Budget	1
On Hold due to Budget	1
On Hold due to Budget	2
	19
Pending Confirmation of Appointment	1
Pending Job Offer	1
Pending Job Offer	1
Pending BI	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1

POSITION TITLE
Program Support Assistant - Emergency Hire
Secretary - Emergency Hire
Laborer - Emergency Hire
Maintenance Mechanic Supervisor - Emergency Hire
Human Resources Assistant (OA) Permanent
Supervisory Residential Life Specialist
Instructor (Geospatial Technology)
Instructor (Math)
Program Support Assistant
Supervisory Education Project Specialist
Student Services Specialist
Instructional System Specialist (Distance Education Director)
Educational Technician
Instructor (Natural Resources)
Instructor (Accounting)
Instructor (Network Management)
Instructor (Communications)
Secretary
Financial Analyst (Grants)
Supervisory Student Services Specialist
Secretary
Information Technology Specialist
Institutional Effectiveness Specialist
Supply Technician
Maintenance Mechanic Supervisor
Facilities Assistant (OA)
Program Support Assistant
College Resident Assistant
Laborer
Educational Technician
Purchasing Agent
Secretary
Budget Analyst
Total
<b>TOTAL</b>

STATUS	# OF VACANCIES
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Job Offer	1
Pending Cert	1
Pending BI	1
Pending Cert	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending BI	1
Pending Advertisement	1
Appointment confirmed on 01/23/17, EOD 02/05/17; Will need Agency Head Approval.	1
Pending BI	1
Pending Selectee Accept/Decline	1
Pending Interviews and/or Selection	1
Pending Readvertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selectee Accept/Decline	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
	44
	339



POSITION TITLE
<b>BIE DIRECTOR'S OFFICE</b>
Program Manager
Program Specialist (JOM)
Program Analyst (Research)
Chief Academic Officer
Education Research Analyst
Associate Deputy Director (Bureau Operated
Sup Education Specialist (Accountability & Assessment)
NASIS Specialist
NASIS Specialist
Ed Research Analyst
Ed Research Analyst
Ed Research Analyst
NASIS Specialist
Total
<b>DIVISION OF SCHOOL OPERATIONS</b>
Safety & Occupational Health Specialist
Human Resources Specialist (Advisor)
Financial Analyst
Interdisciplinary Gen Engineer/Architect
Grants Management Specialist
Grants Management Specialist
Human Resources Specialist (Advisor)
Interdisciplinary Gen Engineer/Architect
Safety & Occupational Health Specialist
Safety & Occupational Health Specialist
Financial Analyst
Financial Analyst
Financial Analyst
Grants Management Specialist
Grants Management Specialist
Grants Management Specialist
Special Assistant
Management & Program Analyst (Chief Performance Officer) -Supervisory
Program Specialist (Data Analyst)
Supervisory Auditor
Auditor
Auditor
Program Analyst (Audit)
Supervisory Contract Specialist (Division Chief)
Self-Determination Advisor
Supervisory Information Technology Specialist (Division Chief)
Education Technology Specialist (Curriculum and Instruction)
Supervisory Architect/ Civil Engineer (Division Chief)
Education Specialist (Facilities)
Communications Specialist
Program Manager (Budget & Finance) (Division Chief)
Budget Officer
Budget Analyst (Planning and Formulation)
Budget Analyst (Civ Pers)
Budget Analyst (Construction)
Budget Analyst (Execution and Reporting)
Supervisory Financial Analyst (FBMS)

STATUS	# OF VACANCIES
Pending BI	1
Pending BI	1
Pending Advertisement	1
(Unknown) Advertised by ASIA HR	1
Pending Selection	1
(Unknown) Advertised by ASIA HR	1
Pending Selection	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Selection	1
Pending Selection	1
Pending Selection	1
Pending Confirmation of Appointment	1
	13
Pending Cert	1
Pending Advertisement	1
Pending Advertisement	1
Pending Cert	1
Pending Selection	1
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
Pending Cert	1
Pending Cert	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending BI	1
Pending Selectee Accept/Decline	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Cert	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selection	1
Pending Selection	1
Pending Selection	1
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selection	1
Pending Cert	1

Senior Program Analyst (FBMS)
Education Program Specialist
Grants Management Specialist - Albuquerque, NM
Grants Management Specialist - Minneapolis, MN
Grants Management Specialist - Seattle, WA
Lead Management Specialist
General Engineer/Architect
Environmental Protection Specialist
Program Support Assistant
Program Analyst
Property Management Specialist (Chief Property Program Office)
Education Talent Recruiter
Personnel Specialist (Workforce Planner)
Personnel Specialist
Total

#### **DIVISION OF PERFORMANCE AND ACCOUNTABILITY**

Program Support Assistant (OA)
Education Program Specialist
Education Program Specialist
Program Support Assistant (OA)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist (SpED)
Education Program Specialist
Education Program Specialist (SEP)
Total

#### **ADD, NAVAJO SCHOOLS**

Education Program Specialist (SpEd)
Education Research Analyst
Education Program Administrator (TCS)
Education Specialist (School Improvement)
Education Specialist (School Improvement)
Total

#### **ADD, TRIBALLY CONTROLLED SCHOOLS**

Education Specialist (School Boards)
Education Research Analyst
Education Program Specialist (residential life)
Education Program Specialist (SPED)
Education Program Specialist (Native Language, History, Culture)
Total

#### **ADD, TRIBALLY CONTROLLED SCHOOLS**

Education Program Specialist (native language, history, culture)
Total

**TOTAL**

**NOTE: 20 Positions are on hold due to litigation**

Pending Cert	1
Pending Advertisement	1
Pending BI	1
Pending Selection	1
Pending Selection	1
Pending Advertisement	1
Pending Cert	1
Pending Advertisement	1
Current BIE Position	1
Pending Advertisement	1
Pending Advertisement	1
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
	51
Pending Selection	1
Pending Advertisement	1
Pending Advertisement	1
Pending BI	1
Pending Cert	1
Pending BI	1
Pending Advertisement	1
Pending Advertisement	1
Pending Readvertisement	1
Pending Readvertisement	1
Pending Cert	1
	11
Pending Readvertisement	1
Pending Selection	1
Pending BI	1
Pending BI	1
Pending BI	1
	5
Pending Readvertisement	1
Pending BI	1
Pending Advertisement	1
Pending Cert	1
Pending BI	1
	5
Pending Confirmation of Appointment	1
	1
	86

To: (b)(6) gov] (b)(6) p.gov]  
From: Mashburn, Lori  
Sent: 2017-10-17T13:20:27-04:00  
Importance: Normal  
Subject: DOI Cabinet Affairs Report 10/17  
Received: 2017-10-17T13:21:17-04:00  
DAILY UPDATE FOR CABINET AFFAIRS 10-17-17.docx

**DEPARTMENT OF THE INTERIOR DAILY UPDATE FOR CABINET AFFAIRS –  
10/17/17**

Lori Mashburn, White House Liaison  
Natalie Davis, Special Assistant to the Secretary

**THIS WEEK:**

10/17 DC – Meeting with Former Congressman Hunter

Meeting with former DOI Secretary Gayle Norton

10/18 DC – Meeting with Danish Ambassador

Meeting with National Geographic President Gary Knell

Participate in Pets-For-Vets event at White House

Meeting with Labor Secretary Acosta

10/19 DC – Remarks to Alaskan Federation of Natives via Video Call

10/20 CA – Personal Day

**STATUS OF THE DEPUTY SECRETARY**

TODAY: The Deputy Secretary is in Washington, DC conducting internal Meetings

**MEDIA TODAY**

**ALASKA NATIVE LEADER TARA MAC LEAN SWEENEY BECOMES FIRST  
FEMALE NATIVE ALASKAN NOMINATED FOR ASSISTANT SECRETARY OF  
INDIAN AFFAIRS**

*Sweeney would be the first Alaska Native to hold the position*

**WASHINGTON** – Today, U.S. Interior Secretary Ryan Zinke applauded President Donald J. Trump's nomination of Tara Mac Lean Sweeney, a prominent Alaska Native leader and acclaimed businesswoman with the Arctic Slope Regional Corporation, to be the department's next Assistant Secretary for Indian Affairs.

If confirmed by the U.S. Senate, Sweeney, a member of the Native Village of Barrow and the Iñupiat Community of the Arctic Slope, would be the first Native Alaskan and only the second woman in history to hold the position.

The Assistant Secretary for Indian Affairs oversees Interior's manifold responsibilities

to enhance the quality of life, promote economic opportunity and provide quality educational opportunities for American Indians, Indian tribes and Alaska Natives, while protecting and improving their trust assets.

“Tara is a results-driven team leader and coalition builder who has an impressive combination of business acumen and service to her community,” **Secretary Zinke said**. “Her lifelong active engagement in Native American policy development and her outreach, advocacy, and organization skills are the combination we need to carry out the President’s reform initiative for Indian Country. I look forward to welcoming her to our leadership team.”

“I am honored to be nominated to serve Indian Country in this capacity,” **Tara Sweeney said**. “My goal is to develop strong relationships with Tribes, Alaska Native corporations and Native Hawaiian Organizations to work on innovative solutions for lifting up our communities. I am motivated to work with Indian Country to find efficiencies inside the Bureau of Indian Affairs, improve service delivery and culturally relevant curriculum in the Bureau of Indian Education, and create a more effective voice for Tribes throughout the Federal Government. I am humbled by the confidence President Trump and Secretary Zinke have shown in me and ready to serve.”

“Secretary Zinke’s nomination of Tara Sweeney for Assistant Secretary of Indian Affairs taps a strong advocate for Native American self-determination and tribal self-government for this key leadership position,” **said Acting Assistant Secretary of Indian Affairs John Tahsuda**. “Her extensive organizational knowledge and collaborative management experience will well serve Indian Country by reforming federal policies, empowering tribal communities, and removing barriers to their economic advancement.”

Sweeney grew up in rural Alaska and has spent a lifetime actively engaged in state and national policy arenas focused on advocating for responsible Indian energy policy, rural broadband connectivity, Arctic growth and Native American self-determination. She has served her Arctic Slope Regional Corporation and its subsidiaries in a variety of capacities for nearly two decades. The \$2.6 billion corporation is the largest locally-owned and operated business in Alaska, with about 13,000 Iñupiat Eskimo members and 12,000 employees worldwide. It is diversified in six major business sectors, including energy support services, industrial services, construction, petroleum refining and marketing, government services, and resource development.

In her current role as the Executive Vice President of External Affairs, she is responsible for all facets of government affairs and corporate communications. Her primary responsibilities include strategic policy and position development, implementation and execution; engagement with federal and state executive and legislative branches on improving policies affecting Indian energy, taxation, resource development, government contracting, broadband development and access to capital; as well as all facets of corporate communication as official company spokesperson, including stakeholder engagement and coalition building.

Sweeney also has served in leadership positions on numerous business and nonprofit

boards at both the state and national level, including chair of the Arctic Economic Council from 2015 to 2017; co-chair of the Alaska Federation of Natives (2013); Coast Guard Foundation Board of Trustees; the University of Alaska Foundation Board of Trustees; FCC Advisory Committee on Diversity for Communications in a Digital Age; Analytical Services, Inc.; Kohanic Broadcast Corporation (parent to the first Native American owned, publicly supported FM radio station); Cherokee Nation New Market Tax Credit Advisory Board (CNB Economic Development Company, LLC, beneficiary); Breast Cancer Focus, Inc.; and Arctic Power.

## **SECRETARY NAMES BRYAN RICE DIRECTOR OF BUREAU OF INDIAN AFFAIRS**

*Experienced federal administrator to lead agency serving 567 Tribal communities*

**WASHINGTON** – U.S. Secretary of the Interior Ryan Zinke today announced the selection of Bryan Rice, a veteran federal administrator and citizen of the Cherokee Nation of Oklahoma, as the new Director of the Bureau of Indian Affairs (BIA), the federal agency that coordinates government-to-government relations with 567 federally recognized tribes in the United States.

“Bryan has a wealth of management expertise and experience that will well serve Indian Country as the BIA works to enhance the quality of life, promote economic opportunity, and carry out the federal responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives,” **Secretary Zinke said**. “I have full confidence that Bryan is the right person at this pivotal time as we work to renew the department’s focus on self-determination and self-governance, give power back to the tribes, and provide real meaning to the concept of tribal sovereignty.”

## **Interior, Confederated Tribes of Warm Springs Sign Agreement to Implement Land Buy-Back Program**

*Program works to reduce land fractionation, free up land for economic development*

**WASHINGTON** – Acting Assistant Secretary for Indian Affairs John Tahsuda today announced that the Department has signed an agreement with the Confederated Tribes of the Warm Springs Reservation of Oregon to guide implementation of the Land Buy-Back Program for Tribal Nations (Buy-Back Program).

The Buy-Back Program implements the land consolidation component of the *Cobell* Settlement, which provided \$1.9 billion to purchase fractional interests in trust or restricted land from willing sellers at fair market value. The Program has thus far made offers at 48 different locations, resulting in the consolidation of more than 730,000 fractional interests and the restoration of more than 2.1 million equivalent acres of land to tribal governments.

Consolidated interests are immediately restored to tribal trust ownership for uses benefiting the reservation community and tribal members. As a result of the Buy-Back Program, tribal ownership now exceeds 50 percent in over 14,200 tracts of land. Returning fractionated lands to tribes in trust has enormous potential to improve Tribal community resources by increasing home site locations, improving transportation routes, spurring economic development, easing approval for infrastructure and

community projects, and preserving traditional cultural or ceremonial sites.

**WH COMMS REPORT** (submitted Friday, 10/16)

**Press Inquiries:**

- Many small inquiries and logistical inquiries.
- Outside Magazine: (Krista Langlois)—**REQUEST--** Sec. Zinke said that he's "removed a number of people who were abusive or acted improperly that other administrations were too afraid to or just turned a blind eye to." Do you have any further details about when these actions took place, at what parks, and/or how many people have been removed? Also, does he mean removed from the agency entirely, or moved to a different position? —**RESPONSE--** The secretary has fired senior officials across multiple offices and bureaus at the Department. Unfortunately I cannot share details on specific personnel matters.
- High Country News: (Lyndsey Gilpin)—**REQUEST--** I am writing a story for High Country News on the possible investigations of Ryan Zinke for certain speeches and taxpayer funded travel, as well as phone calls pushing Alaska's senators to support a GOP healthcare bill or risk losing federal support for economic development efforts. I'd like to speak to someone about these specific investigations and where they stand (basic details about how long they may last and comments on them) as well as the processes of investigating an Interior dept official, and how that works moving forward.—**RESPONSE--** TBD

**Top Stories**

- **Washington Post:** [Interior looks at behind-the-scenes land swap to allow road through wildlife refuge](#)
- **E&E News:** [Same uniform company, but new fashion line coming](#)
- **New York Times:** [Drilling in the Arctic Wildlife Refuge: How the G.O.P. Could Finally Break the Impasse](#)

**Top Issues and Accomplishments**

- Interior continues to support all Hurricane Harvey, Hurricane Irma, Hurricane Maria, and Hurricane Nate efforts. All bureaus are executing their emergency plans and assisting in Hurricane relief.
- Last Friday, Secretary Zinke made a major announcement at Grand Canyon National Park about the results of a NPS workplace harassment survey. The press release can be seen [HERE](#).
- Today, the Interior Library Received the GPO's Library of the Year Award. The press release can be seen [HERE](#).
- This week, Interior will announce oil and gas lease sale #250. This will be the largest acreage sale in the history of the Gulf of Mexico.

**AGENCY MEDIA**

**WEEK AHEAD October 11 thru October 19, 2017 (Submitted 10/11)**



## **U.S. Department of the Interior**

### *Secretarial-level Announcements/Events/Interviews*

- **October 18: Department-level blog post:** DOI to publish a blog post honoring Alaska Day, the 150th anniversary of the transfer of Alaska from Russia to the United States, and highlighting Interior's connection to the state.

## **U.S. Fish and Wildlife Service**

- **October 17-18:** FWS will meet in Bloomington, Minnesota, to discuss regulatory frameworks for the 2018-19 migratory game bird hunting season lengths, dates and bag limits. Each year, FWS works in partnership with states from the four Flyway Councils (Pacific, Central, Mississippi and Atlantic) to establish regulatory frameworks for hunting season lengths, dates and bag limits.

## **Bureau of Land Management**

- **October TBD: National BLM Release:** BLM will issue a release announcing that the Sabinoso Wilderness area is now open to the public
  - **October 17: Local BLM Release:** BLM-MT will hold a sealed-bid competitive coal lease sale for a 320-acre tract in McLean County, ND, containing an estimated 2.2 million tons of in-place Federal coal resources. The BLM is offering the tract in response to an application filed by the Falkirk Mining Company in November 2013. Located approximately two miles northeast of Underwood, the tract is within and adjacent to the Falkirk Mine, which employs more than 500 workers and produces more than 8 million tons of lignite coal per year. The BLM analyzed the impacts of leasing the coal in an EA and signed a Finding of No Significant Impact and Decision Record earlier this year.
  - **October 17-19:** BLM Acting Deputy Director John Ruhs and Wild Horse and Burro Program Division Chief Dean Bolstad will attend the Wild Horse and Burro Advisory Board Meeting in Grand Junction, CO, to discuss program updates.
  - **October 19:** BLM-AK will host a Public Land Order strategy meeting with the State of Alaska to discuss land selection conflicts (i.e., prior Native selections). BLM-AK anticipates receiving an updated priority conveyance listing from the State prior to this meeting. The group was established to assist the State in prioritizing their remaining land entitlement and selections.

## **U.S. Geological Survey**

- **October 17 (tent.): National USGS Release:** USGS will issue a release on a study that was done in partnership with the Centers for Disease Control. Its findings can be used to assess the potential for exposure to arsenic through domestic well water and may be useful in evaluating some cancer and other adverse health outcomes on a national scale.
  - **October 17 (tent.): National Joint Release:** USGS, along with other agencies/groups (Natural Resources Canada, the University of Calgary, and the

Sitka Sound Science Center in Alaska) will issue a release discussing work to better understand the Queen Charlotte fault, and in the process, their discovery of extraordinary seafloor features.

## **CONGRESSIONAL**

**N/A**

## **POLITICAL APPOINTEE UPDATE**

DOI politicals on board = 61

3 PAS confirmed as of 9/18.

4 nominated awaiting confirmation:

- Pending Senate floor vote: Susan Combs, Assistant Secretary Policy Management and Budget.
- Pending Senate floor vote: Brenda Berman, Commissioner, Bureau of Reclamation.
- Pending Senate floor vote: Joe Balash, Assistant Secretary, Land and Minerals
- Pending Senate floor vote: Ryan Douglas Nelson, Solicitor

Overall:

- Schedule C: 34 of 68 onboard; 2 starting; 7 in process
- NC-SES: 24 of 44 onboard; 1 starting; 4 in process
- PAS: 3 Confirmed; 4 Announced; 15 of 17 Submitted to PPO

## **SECRETARY SPEAKING INVITATIONS**

Accepted:

Oct (TBC date) - Weyrich Lunch (DC)

Open (date TBC)- Americans for Tax Reform (DC)

Open (date TBC)- Detroit Economic Club

Event Postponed by organizers due to fire - 10/21 – DEPA BOD Meeting (CA)

Outstanding Invitations in Process:

10/28 Remarks at Washington International Horse Show DC)

10/29 Friends of Theodore Roosevelt Island (DC)

11/7-9 National Ranger Council Annual Meeting (Gettysburg, PA)

11/9 – National WWI Memorial at Pershing Park (DC)

11/13 Montana Farm Bureau Federation Annual Meeting (Billings, MT)

11/29 Association of California Water Agencies 2017 Fall Conference and Exhibition (Anaheim, CA)  
12/5-7 America Outdoors Association's 29th Annual Marketing and Management Conference for Outfitters and Adventure Resorts (Reno, NV)  
12/6 American Exploration and Mining Association Annual Meeting (Reno, NV)  
12/8 - Valley Industry and Commerce Association Annual Meeting (Los Angeles, CA)

#### Declining

10/17 – Folsom Dam Joint Federal Project Completion Ceremony (Folsam, CA)  
10/17 – National Association of Sporting Goods Wholesalers (San Antonio, TX)  
10/18 - Environmental Law Institute (ELI) 2017 Award Dinner (DC)  
10/19 – USO Gala (Washington, DC)  
10/19 – Grand Junction Petroleum and Mining Club (Grand Junction, CO)  
10/20 - TXOGA Lone Star Energy Forum (Woodlands, TX)  
10/26 - Montana Chamber Annual Meeting (Great Falls, MT)  
10/28 – Cattle Producers of Washington Annual Meeting (Airway Heights, WA)  
10/30-11/3 – International Mining and Resources Conference (Melbourne, Australia)  
10/31 - George B. Hartzog, Jr. Awards and Speaker Program Clemson University (SC)  
11/1 - 2017 SHIFT (Shaping How we Invest For Tomorrow) Festival (Jackson Hole, WY)  
11/4 Governor Reynolds Annual Pheasant Hunt  
11/8 – WY Governor Annual Business Forum (Cheyenne, WY)  
11/9 - America First Energy Conference hosted by Heartland Institute (Houston, TX)  
11/9 - Bass Fishing Hall of Fame Induction Dinner at the Wonders of Wildlife (Springfield, MO)  
11/14 – George Rogers Clark National Historical Park Quarter Launch (Vincennes, Indiana)

#### **EMERGENCY MANAGEMENT** (new)

##### **Hurricane Response/Recovery:**

A Tropical wave is moving away from Puerto Rico and the U.S. Virgin Islands; however, the southern end of the wave will bring more rain to islands through Wednesday. Multiple flash flood warnings and flood advisories are in effect for the eastern half of Puerto Rico and all of the U.S. Virgin Islands into this evening. Additionally, a Flash Flood Warning remains in effect for the area of the Guajataca

Dam. Water has stopped flowing over the spillway and no water has been observed flowing through spillway drains. A drier weather pattern is setting up later this week for the entire theater.

The Department of Homeland Security reports that, in Puerto Rico, the unified efforts from the Department of Energy, the U.S. Army Corps of Engineers, Puerto Rico Electric Power Authority (PREPA), and the private sector are ongoing. Approximately 14-percent percent of customers have power and the expectation is that 95-percent of Puerto Rico will be restored by December 15. Palo Seco Power Plant is installing two generators which will provide power to the majority of the city of San Juan on October 25. National Guard units are operating five water purification sites (Aguadilla, Guajataca Lake, Jayuaya, Roosevelt Roads, and Canovanas), and a sixth in Comerio is awaiting certification. In the U.S. Virgin Islands, power restoration supplies are on hand or enroute, with a 90-percent restoration projected for late December. Two Disaster Recovery Centers are scheduled to open on St. Thomas today.

There are a total of 120 DOI Personnel supporting Federal Emergency Management Agency (FEMA) Interagency response and recovery missions. An additional 85 personnel are deployed in support of DOI led response and recovery efforts in Puerto Rico and the U.S. Virgin Islands. There are 241 DOI personnel that remain at their home stations in Puerto Rico or the U.S. Virgin Islands.

Thirty-three employees from DOI bureaus and offices are currently supporting the FEMA Surge Capacity Force. The group is comprised of volunteers supporting recovery efforts in Puerto Rico, Texas, the U.S. Virgin Islands, Nevada, Florida, Alabama, and Georgia. OEM is working with FEMA to deploy an additional 55 DOI employees on October 18.

#### **BSEE Investigation of Oil Spill in the Gulf of Mexico:**

On October 16, the BSEE Gulf of Mexico Regional Director initiated a Panel Investigation into an oil release from subsea infrastructure located about 40 miles southeast of Venice, Louisiana. The five-member panel is made up of inspectors, engineers, and accident investigators, who will issue a report that will contain findings, make recommendations, and identify any potential violations for consideration by BSEE enforcement staff. A flowline release, which began October 11, was reported by offshore oil and gas operator LLOG Exploration Offshore, LLC. By October 12, the well was shut in and the flow through the fracture in the pipe has ceased, but the estimated unaccounted oil volume is in the range of 7,950 to 9,350 barrels (333,900 and 392,700 gallons). Initial trajectory models calculated by the responsible party and NOAA indicate that any surface oil is expected to move in a southwesterly direction and is not expected to impact the shoreline.

#### **Wildland Fire Activity:**

CAL FIRE reported 11,000 firefighters are making significant progress towards the containment of 14 large wildfires across California. At least 213,000 acres have burned, with an estimated 5,700 structures destroyed. While many evacuations have been lifted, over 40,000 people remain evacuated. Some local roads have been closed, but no major lifeline routes have been affected.

**Fatality Investigation:**

On October 16, an Officer from the Oglala Sioux Tribe Department of Public Safety in South Dakota requested a Special Agent to respond to a fire where an individual was found deceased in the home. A Special Agent is enroute and the ATF has been notified. The investigation is underway and no additional information is available at this time.

**OUTSIDE MEDIA OF INTEREST** (new)**Huh? Employee Engagement Scores Went Up?**

In a piece for Federal News Radio (DC) (10/16, Temin), 'Tom Temin writes that federal employee engagement scores "rose to a six-year high," according to a survey distributed in May. Notably, engagement scores rose at "the low-ranking Interior Department, with its highly visible senior executive reassignments."

**Gulf Of Mexico Oil Spill May Be Largest Since BP Disaster.**

Bloomberg News (10/16, Grant) reports that, according to US Bureau of Safety and Environmental Enforcement data, last week's oil spill in the Gulf of Mexico could be the largest since the 2010 BP Deepwater Horizon rig blowout. LLOG Exploration Co.'s Delta House production facility spilled between 7,950 and 9,350 barrels of oil last week. The New Orleans Times-Picayune (10/16, Schleifstein) reports the BSEE is convening a panel of inspectors, engineers and accident investigators to review the spill. Lars Herbst, director of the BSEE Gulf of Mexico region, said, "BSEE places great emphasis on making certain all oil and gas operations on America's Outer Continental Shelf are safe. ... This panel investigation is a critical step in ensuring BSEE determines the cause, or causes, of the incident and develops recommendations to prevent similar events from occurring in the future."

**Alaska Native Corporate Leader Tapped By Trump For Top Indian Affairs Job.**

The Alaska Dispatch News (10/16, Demer) reports that Tara Sweeney, executive vice president of external affairs for Arctic Slope Regional Corp., is being nominated by President Trump to oversee Indian Affairs for the Interior Department. The Alaska congressional delegation, AFN leaders and Gov. Bill Walker all had "strong praise" for the nomination. The pick by Interior Secretary Ryan Zinke was a good one, Sen. Lisa Murkowski said in a written statement with Sen. Dan Sullivan and Rep. Don Young. Murkowski said, "She is an expert on energy, infrastructure, broadband, economic development, Native self-determination, and a wide range of policy issues that will come before her. Secretary Zinke could not have chosen a better leader to help him fulfill the federal government's trust responsibility, and I know Tara has the heart and drive to excel in this position."

**DOI Secretary Names Director Of Bureau Of Indian Affairs.**

The Native American Times (10/16) reports that Interior Secretary Ryan Zinke on

Monday“announced the selection of Bryan Rice, a veteran federal administrator and citizen of the Cherokee Nation of Oklahoma, as the new Director of the Bureau of Indian Affairs.” Zinke said, “Bryan has a wealth of management expertise and experience that will well serve Indian Country as the BIA works to enhance the quality of life, promote economic opportunity, and carry out the federal responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives. I have full confidence that Bryan is the right person at this pivotal time as we work to renew the department’s focus on self-determination and self-governance, give power back to the tribes, and provide real meaning to the concept of tribal sovereignty.”

### **BLM CLEARS WAY FOR CONTROVERSIAL CALIFORNIA WATER**

**PROJECT:** Regulators cleared the biggest remaining federal obstacle for Cadiz Inc. water pipeline in California's Mojave Desert when ruled the project can move forward without additional BLM approval, Pro's Esther Whieldon [reports](#), citing [a letter](#) released Monday. Acting Director Mike Nedd axed an Obama-era 2015 finding that the project could not use an existing railroad right of way and would need to apply for its own. Cadiz in a [statement](#) said it will begin working on final engineering designs, contracts and obtaining a conveyance agreement with the Metropolitan Water District of Southern California.

### **US House Considers Moving Federal Onshore Oil, Gas Oversight To States.**

[PennEnergy](#) (10/16, Snow) reports that the House Energy and Mineral Resources Subcommittee is considering an initiative to allow the Department of the Interior to delegate regulation authority for oil and gas operations within federally managed lands to the states. Democrats have taken an opposition stance, while Republicans believe the initiative is overdue. Under the plan, the Secretary of Interior “also would delegate regulation of hydraulic fracturing to states and Indian tribes after each submitted its requirements to BLM for consideration.”

### **Study: Preliminary Data Show Cattle, Sage Grouse Can Coexist.**

The [Salem \(OR\) Capital Press](#) (10/16, O'Connell) reports that “spring cattle grazing doesn’t appear to adversely affect sage grouse nesting success on public lands, according to initial findings of an ongoing, exhaustive research project involving ranchers throughout Idaho.” The study, which has “concluded its fourth year,” is “led by University of Idaho professor Courtney Conway, who also serves as director of the U.S. Geological Survey Idaho Cooperative Fish and Wildlife Research Unit — a partnership of UI, the U.S. Department of Interior and the Idaho Department of Fish and Game.” Conway “described the study as ‘the most rigorous and thorough of its kind in an unprecedented way’ and said it should provide a more scientific basis for future Bureau of Land Management grazing policies in sage grouse habitat.”

### **BOEM, Avangrid Finalize North Carolina Offshore Wind Lease.**

[North American Windpower](#) (10/16, Lillian) reports that the Bureau of Ocean Energy

Management has “finalized a lease with Avangrid Renewables for a 122,405-acre wind area offshore North Carolina.” In March, Avangrid submitted “a winning bid of \$9,066,650 for the Kitty Hawk Wind Energy Area after 17 rounds of BOEM’s competitive lease sale.” BOEM “says it signed the lease on Oct. 10, and it goes into effect on Nov. 1.”

### **Democrats Seek Tax Relief For Puerto Rico, Virgin Islands.**

The AP (10/16, Gordon) reports that a group of Democratic lawmakers are asking for tax relief for hurricane-stricken Puerto Rico and the Virgin Islands, “saying people and businesses in the two US territories don’t enjoy the same benefits as those in the mainland.” The lawmakers are asking Rep. Kevin Brady, head of the tax-writing House Ways and Means Committee, “to work on legislation that would, for example, extend the earned income tax credit for low- to moderate-income workers to Puerto Rico and increase the amounts paid under the low-income housing tax credit.”

### **Governor Mapp Asks Congress For \$5.5 Billion To Help Rebuild USVI.**

The Virgin Islands Consortium (VIR) (10/12) reports that “the cost to rebuild the U.S. Virgin Islands’ infrastructure after last month’s devastating Category 5 hurricanes is estimated at \$5.5 billion dollars, Governor Kenneth Mapp said Thursday.” In a letter forwarded to congressional leaders, Mapp wrote, “On behalf of the people of the U.S. Virgin Islands, we are grateful for your concern and dedication to our recovery. After a comprehensive and thoughtful examination of our damages and recovery requirements, we believe that disaster assistance and support of approximately \$5.5 billion would enable the territory to address the most essential needs of American citizens residing in the U.S. Virgin Islands.”

### **FEDERAL REGISTER LISTINGS:**

Notices submitted to the Federal Register for Monday, October 16.

REG0007440 FWS Foreign Endangered and Threatened Species; Receipt of Applications for Permit -- This is a batched notice announcing the receipt of applications received by FWS for Endangered Species Act permits. Notice 10/16/2017

REG0007517 FWS Foreign Endangered Species and Marine Mammals; Issuance of Permits -- This notice informs the public that the Service has issued 11 Endangered Species Act permits and 1 Marine Mammal Protection Act permit from August 9 through September 11, 2017. Notice 10/16/2017

REG0007518 FWS Endangered Species Recovery Permit Applications -- This is a batched notice announcing the receipt of applications received by FWS for Endangered Species Act permits. Notice 10/16/2017

REG0007519 FWS Endangered Species Recovery Permit Applications -- This is a batched notice announcing the receipt of applications received by FWS for

Endangered Species Act permits. Notice 10/16/2017

REG0007524 NPS National Register of Historic Places, September 23, 2017 -- The NPS is soliciting comments on the significance of properties nominated before September 23, 2017, for listing in the National Register of Historic Places or related actions. Notice 10/16/2017

Lori K. Mashburn  
White House Liaison  
Department of the Interior  
202.208.1694



**DEPARTMENT OF THE INTERIOR DAILY UPDATE FOR CABINET AFFAIRS – 10/17/17**

Lori Mashburn, White House Liaison  
Natalie Davis, Special Assistant to the Secretary

**THIS WEEK:**

10/17 DC – Meeting with Former Congressman Hunter  
Meeting with former DOI Secretary Gayle Norton  
10/18 DC – Meeting with Danish Ambassador  
Meeting with National Geographic President Gary Knell  
Participate in Pets-For-Vets event at White House  
Meeting with Labor Secretary Acosta  
10/19 DC – Remarks to Alaskan Federation of Natives via Video Call  
10/20 CA – Personal Day

**STATUS OF THE DEPUTY SECRETARY**

TODAY: The Deputy Secretary is in Washington, DC conducting internal Meetings

**MEDIA TODAY**

**ALASKA NATIVE LEADER TARA MAC LEAN SWEENEY BECOMES FIRST FEMALE NATIVE ALASKAN  
NOMINATED FOR ASSISTANT SECRETARY OF INDIAN AFFAIRS**

*Sweeney would be the first Alaska Native to hold the position*

**WASHINGTON** – Today, U.S. Interior Secretary Ryan Zinke applauded President Donald J. Trump's nomination of Tara Mac Lean Sweeney, a prominent Alaska Native leader and acclaimed businesswoman with the Arctic Slope Regional Corporation, to be the department's next Assistant Secretary for Indian Affairs.

If confirmed by the U.S. Senate, Sweeney, a member of the Native Village of Barrow and the Iñupiat Community of the Arctic Slope, would be the first Native Alaskan and only the second woman in history to hold the position.

The Assistant Secretary for Indian Affairs oversees Interior's manifold responsibilities to enhance the quality of life, promote economic opportunity and provide quality educational opportunities for American Indians, Indian tribes and Alaska Natives, while protecting and improving their trust assets.

"Tara is a results-driven team leader and coalition builder who has an impressive combination of business acumen and service to her community," **Secretary Zinke said**. "Her lifelong active engagement in Native American policy development and her outreach, advocacy, and organization skills are the combination we need to carry out the President's reform initiative for Indian Country. I look forward to welcoming her to our leadership team."

"I am honored to be nominated to serve Indian Country in this capacity," **Tara Sweeney said**. "My goal is to develop strong relationships with Tribes, Alaska Native corporations and Native Hawaiian Organizations to work on innovative solutions for lifting up our communities. I am motivated to work with Indian Country to find efficiencies inside the Bureau of Indian Affairs, improve service delivery and culturally relevant curriculum in the Bureau of Indian Education, and create a more effective voice for Tribes throughout the Federal Government. I am humbled by the confidence President Trump and Secretary Zinke have shown in me and ready to serve."

"Secretary Zinke's nomination of Tara Sweeney for Assistant Secretary of Indian Affairs taps a strong advocate for Native American self-determination and tribal self-government for this key leadership

position,” said **Acting Assistant Secretary of Indian Affairs John Tahsuda**. “Her extensive organizational knowledge and collaborative management experience will well serve Indian Country by reforming federal policies, empowering tribal communities, and removing barriers to their economic advancement.”

Sweeney grew up in rural Alaska and has spent a lifetime actively engaged in state and national policy arenas focused on advocating for responsible Indian energy policy, rural broadband connectivity, Arctic growth and Native American self-determination. She has served her Arctic Slope Regional Corporation and its subsidiaries in a variety of capacities for nearly two decades. The \$2.6 billion corporation is the largest locally-owned and operated business in Alaska, with about 13,000 Iñupiat Eskimo members and 12,000 employees worldwide. It is diversified in six major business sectors, including energy support services, industrial services, construction, petroleum refining and marketing, government services, and resource development.

In her current role as the Executive Vice President of External Affairs, she is responsible for all facets of government affairs and corporate communications. Her primary responsibilities include strategic policy and position development, implementation and execution; engagement with federal and state executive and legislative branches on improving policies affecting Indian energy, taxation, resource development, government contracting, broadband development and access to capital; as well as all facets of corporate communication as official company spokesperson, including stakeholder engagement and coalition building.

Sweeney also has served in leadership positions on numerous business and nonprofit boards at both the state and national level, including chair of the Arctic Economic Council from 2015 to 2017; co-chair of the Alaska Federation of Natives (2013); Coast Guard Foundation Board of Trustees; the University of Alaska Foundation Board of Trustees; FCC Advisory Committee on Diversity for Communications in a Digital Age; Analytical Services, Inc.; Kohanic Broadcast Corporation (parent to the first Native American owned, publicly supported FM radio station); Cherokee Nation New Market Tax Credit Advisory Board (CNB Economic Development Company, LLC, beneficiary); Breast Cancer Focus, Inc.; and Arctic Power.

#### **SECRETARY NAMES BRYAN RICE DIRECTOR OF BUREAU OF INDIAN AFFAIRS**

*Experienced federal administrator to lead agency serving 567 Tribal communities*

**WASHINGTON** – U.S. Secretary of the Interior Ryan Zinke today announced the selection of Bryan Rice, a veteran federal administrator and citizen of the Cherokee Nation of Oklahoma, as the new Director of the Bureau of Indian Affairs (BIA), the federal agency that coordinates government-to-government relations with 567 federally recognized tribes in the United States.

“Bryan has a wealth of management expertise and experience that will well serve Indian Country as the BIA works to enhance the quality of life, promote economic opportunity, and carry out the federal responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives,” **Secretary Zinke said**. “I have full confidence that Bryan is the right person at this pivotal time as we work to renew the department’s focus on self-determination and self-governance, give power back to the tribes, and provide real meaning to the concept of tribal sovereignty.”

#### **Interior, Confederated Tribes of Warm Springs Sign Agreement to Implement Land Buy-Back Program** *Program works to reduce land fractionation, free up land for economic development*

**WASHINGTON** – Acting Assistant Secretary for Indian Affairs John Tahsuda today announced that the Department has signed an agreement with the Confederated Tribes of the Warm Springs Reservation of Oregon to guide implementation of the Land Buy-Back Program for Tribal Nations (Buy-Back Program).

The Buy-Back Program implements the land consolidation component of the *Cobell* Settlement, which provided \$1.9 billion to purchase fractional interests in trust or restricted land from willing sellers at fair market value. The Program has thus far made offers at 48 different locations, resulting in the consolidation of more than 730,000 fractional interests and the restoration of more than 2.1 million equivalent acres of land to tribal governments.

Consolidated interests are immediately restored to tribal trust ownership for uses benefiting the reservation community and tribal members. As a result of the Buy-Back Program, tribal ownership now exceeds 50 percent in over 14,200 tracts of land. Returning fractionated lands to tribes in trust has enormous potential to improve Tribal community resources by increasing home site locations, improving transportation routes, spurring economic development, easing approval for infrastructure and community projects, and preserving traditional cultural or ceremonial sites.

#### **WH COMMS REPORT** (submitted Friday, 10/16)

##### **Press Inquiries:**

- Many small inquiries and logistical inquiries.
- Outside Magazine: (Krista Langlois)—**REQUEST**-- Sec. Zinke said that he's "removed a number of people who were abusive or acted improperly that other administrations were too afraid to or just turned a blind eye to." Do you have any further details about when these actions took place, at what parks, and/or how many people have been removed? Also, does he mean removed from the agency entirely, or moved to a different position? —**RESPONSE**-- The secretary has fired senior officials across multiple offices and bureaus at the Department. Unfortunately I cannot share details on specific personnel matters.
- High Country News: (Lyndsey Gilpin)—**REQUEST**-- I am writing a story for High Country News on the possible investigations of Ryan Zinke for certain speeches and taxpayer funded travel, as well as phone calls pushing Alaska's senators to support a GOP healthcare bill or risk losing federal support for economic development efforts. I'd like to speak to someone about these specific investigations and where they stand (basic details about how long they may last and comments on them) as well as the processes of investigating an Interior dept official, and how that works moving forward. —**RESPONSE**-- TBD

##### **Top Stories**

- **Washington Post:** [Interior looks at behind-the-scenes land swap to allow road through wildlife refuge](#)
- **E&E News:** [Same uniform company, but new fashion line coming](#)
- **New York Times:** [Drilling in the Arctic Wildlife Refuge: How the G.O.P. Could Finally Break the Impasse](#)

##### **Top Issues and Accomplishments**

- Interior continues to support all Hurricane Harvey, Hurricane Irma, Hurricane Maria, and Hurricane Nate efforts. All bureaus are executing their emergency plans and assisting in Hurricane relief.
- Last Friday, Secretary Zinke made a major announcement at Grand Canyon National Park about the results of a NPS workplace harassment survey. The press release can be seen [HERE](#).
- Today, the Interior Library Received the GPO's Library of the Year Award. The press release can be seen [HERE](#).
- This week, Interior will announce oil and gas lease sale #250. This will be the largest acreage sale in the history of the Gulf of Mexico.

## **AGENCY MEDIA**

**WEEK AHEAD October 11 thru October 19, 2017 (Submitted 10/11)**

### **U.S. Department of the Interior**

*Secretarial-level Announcements/Events/Interviews*

- **October 18: Department-level blog post:** DOI to publish a blog post honoring Alaska Day, the 150th anniversary of the transfer of Alaska from Russia to the United States, and highlighting Interior's connection to the state.

### **U.S. Fish and Wildlife Service**

- **October 17-18:** FWS will meet in Bloomington, Minnesota, to discuss regulatory frameworks for the 2018-19 migratory game bird hunting season lengths, dates and bag limits. Each year, FWS works in partnership with states from the four Flyway Councils (Pacific, Central, Mississippi and Atlantic) to establish regulatory frameworks for hunting season lengths, dates and bag limits.

### **Bureau of Land Management**

- **October TBD: National BLM Release:** BLM will issue a release announcing that the Sabinoso Wilderness area is now open to the public
- **October 17: Local BLM Release:** BLM-MT will hold a sealed-bid competitive coal lease sale for a 320-acre tract in McLean County, ND, containing an estimated 2.2 million tons of in-place Federal coal resources. The BLM is offering the tract in response to an application filed by the Falkirk Mining Company in November 2013. Located approximately two miles northeast of Underwood, the tract is within and adjacent to the Falkirk Mine, which employs more than 500 workers and produces more than 8 million tons of lignite coal per year. The BLM analyzed the impacts of leasing the coal in an EA and signed a Finding of No Significant Impact and Decision Record earlier this year.
- **October 17-19:** BLM Acting Deputy Director John Ruhs and Wild Horse and Burro Program Division Chief Dean Bolstad will attend the Wild Horse and Burro Advisory Board Meeting in Grand Junction, CO, to discuss program updates.
- **October 19:** BLM-AK will host a Public Land Order strategy meeting with the State of Alaska to discuss land selection conflicts (i.e., prior Native selections). BLM-AK anticipates receiving an updated priority conveyance listing from the State prior to this meeting. The group was established to assist the State in prioritizing their remaining land entitlement and selections.

### **U.S. Geological Survey**

- **October 17 (tent.): National USGS Release:** USGS will issue a release on a study that was done in partnership with the Centers for Disease Control. Its findings can be used to assess the potential for exposure to arsenic through domestic well water and may be useful in evaluating some cancer and other adverse health outcomes on a national scale.
- **October 17 (tent.): National Joint Release:** USGS, along with other agencies/groups (Natural Resources Canada, the University of Calgary, and the Sitka Sound Science Center in Alaska) will issue a release discussing work to better understand the Queen Charlotte fault, and in the process, their discovery of extraordinary seafloor features.

## **CONGRESSIONAL**

N/A

## **POLITICAL APPOINTEE UPDATE**

DOI politicals on board = 61

3 PAS confirmed as of 9/18.

4 nominated awaiting confirmation:

- Pending Senate floor vote: Susan Combs, Assistant Secretary Policy Management and Budget.
- Pending Senate floor vote: Brenda Berman, Commissioner, Bureau of Reclamation.
- Pending Senate floor vote: Joe Balash, Assistant Secretary, Land and Minerals
- Pending Senate floor vote: Ryan Douglas Nelson, Solicitor

Overall:

- Schedule C: 34 of 68 onboard; 2 starting; 7 in process
- NC-SES: 24 of 44 onboard; 1 starting; 4 in process
- PAS: 3 Confirmed; 4 Announced; 15 of 17 Submitted to PPO

#### **SECRETARY SPEAKING INVITATIONS**

##### Accepted:

Oct (TBC date) - Weyrich Lunch (DC)

Open (date TBC)- Americans for Tax Reform (DC)

Open (date TBC)- Detroit Economic Club

Event Postponed by organizers due to fire - 10/21 – DEPA BOD Meeting (CA)

##### Outstanding Invitations in Process:

10/28 Remarks at Washington International Horse Show (DC)

10/29 Friends of Theodore Roosevelt Island (DC)

11/7-9 National Ranger Council Annual Meeting (Gettysburg, PA)

11/9 – National WWI Memorial at Pershing Park (DC)

11/13 Montana Farm Bureau Federation Annual Meeting (Billings, MT)

11/29 Association of California Water Agencies 2017 Fall Conference and Exhibition (Anaheim, CA)

12/5-7 America Outdoors Association's 29th Annual Marketing and Management Conference for Outfitters and Adventure Resorts (Reno, NV)

12/6 American Exploration and Mining Association Annual Meeting (Reno, NV)

12/8 - Valley Industry and Commerce Association Annual Meeting (Los Angeles, CA)

##### Declining

10/17 – Folsom Dam Joint Federal Project Completion Ceremony (Folsam, CA)

10/17 – National Association of Sporting Goods Wholesalers (San Antonio, TX)

10/18 - Environmental Law Institute (ELI) 2017 Award Dinner (DC)

10/19 – USO Gala (Washington, DC)

10/19 – Grand Junction Petroleum and Mining Club (Grand Junction, CO)

10/20 - TXOGA Lone Star Energy Forum (Woodlands, TX)

10/26 - Montana Chamber Annual Meeting (Great Falls, MT)

10/28 – Cattle Producers of Washington Annual Meeting (Airway Heights, WA)

10/30-11/3 – International Mining and Resources Conference (Melbourne, Australia)

10/31 - George B. Hartzog, Jr. Awards and Speaker Program Clemson University (SC)

11/1 - 2017 SHIFT (Shaping How we Invest For Tomorrow) Festival (Jackson Hole, WY)

11/4 Governor Reynolds Annual Pheasant Hunt

11/8 – WY Governor Annual Business Forum (Cheyenne, WY)

11/9 - America First Energy Conference hosted by Heartland Institute (Houston, TX)

11/9 - Bass Fishing Hall of Fame Induction Dinner at the Wonders of Wildlife (Springfield, MO)

11/14 – George Rogers Clark National Historical Park Quarter Launch (Vincennes, Indiana)

### **EMERGENCY MANAGEMENT** (new)

#### **Hurricane Response/Recovery:**

A Tropical wave is moving away from Puerto Rico and the U.S. Virgin Islands; however, the southern end of the wave will bring more rain to islands through Wednesday. Multiple flash flood warnings and flood advisories are in effect for the eastern half of Puerto Rico and all of the U.S. Virgin Islands into this evening. Additionally, a Flash Flood Warning remains in effect for the area of the Guajataca Dam. Water has stopped flowing over the spillway and no water has been observed flowing through spillway drains. A drier weather pattern is setting up later this week for the entire theater.

The Department of Homeland Security reports that, in Puerto Rico, the unified efforts from the Department of Energy, the U.S. Army Corps of Engineers, Puerto Rico Electric Power Authority (PREPA), and the private sector are ongoing. Approximately 14-percent percent of customers have power and the expectation is that 95-percent of Puerto Rico will be restored by December 15. Palo Seco Power Plant is installing two generators which will provide power to the majority of the city of San Juan on October 25. National Guard units are operating five water purification sites (Aguadilla, Guajataca Lake, Jayuya, Roosevelt Roads, and Canovanas), and a sixth in Comerio is awaiting certification. In the U.S. Virgin Islands, power restoration supplies are on hand or enroute, with a 90-percent restoration projected for late December. Two Disaster Recovery Centers are scheduled to open on St. Thomas today.

There are a total of 120 DOI Personnel supporting Federal Emergency Management Agency (FEMA) Interagency response and recovery missions. An additional 85 personnel are deployed in support of DOI led response and recovery efforts in Puerto Rico and the U.S. Virgin Islands. There are 241 DOI personnel that remain at their home stations in Puerto Rico or the U.S. Virgin Islands.

Thirty-three employees from DOI bureaus and offices are currently supporting the FEMA Surge Capacity Force. The group is comprised of volunteers supporting recovery efforts in Puerto Rico, Texas, the U.S. Virgin Islands, Nevada, Florida, Alabama, and Georgia. OEM is working with FEMA to deploy an additional 55 DOI employees on October 18.

#### **BSEE Investigation of Oil Spill in the Gulf of Mexico:**

On October 16, the BSEE Gulf of Mexico Regional Director initiated a Panel Investigation into an oil release from subsea infrastructure located about 40 miles southeast of Venice, Louisiana. The five-member panel is made up of inspectors, engineers, and accident investigators, who will issue a report that will contain findings, make recommendations, and identify any potential violations for consideration by BSEE enforcement staff. A flowline release, which began October 11, was reported by offshore oil and gas operator LLOG Exploration Offshore, LLC. By October 12, the well was shut in and the flow through the fracture in the pipe has ceased, but the estimated unaccounted oil volume is in the range of 7,950 to 9,350 barrels (333,900 and 392,700 gallons). Initial trajectory models calculated by the responsible party and NOAA indicate that any surface oil is expected to move in a southwesterly direction and is not expected to impact the shoreline.

#### **Wildland Fire Activity:**

CAL FIRE reported 11,000 firefighters are making significant progress towards the containment of 14 large wildfires across California. At least 213,000 acres have burned, with an estimated 5,700 structures

destroyed. While many evacuations have been lifted, over 40,000 people remain evacuated. Some local roads have been closed, but no major lifeline routes have been affected.

#### **Fatality Investigation:**

On October 16, an Officer from the Oglala Sioux Tribe Department of Public Safety in South Dakota requested a Special Agent to respond to a fire where an individual was found deceased in the home. A Special Agent is enroute and the ATF has been notified. The investigation is underway and no additional information is available at this time.

#### **OUTSIDE MEDIA OF INTEREST (new)**

##### **Huh? Employee Engagement Scores Went Up?**

In a piece for [Federal News Radio \(DC\)](#) (10/16, Temin), 'Tom Temin writes that federal employee engagement scores "rose to a six-year high," according to a survey distributed in May. Notably, engagement scores rose at "the low-ranking Interior Department, with its highly visible senior executive reassignments."

##### **Gulf Of Mexico Oil Spill May Be Largest Since BP Disaster.**

[Bloomberg News](#) (10/16, Grant) reports that, according to US Bureau of Safety and Environmental Enforcement data, last week's oil spill in the Gulf of Mexico could be the largest since the 2010 BP Deepwater Horizon rig blowout. LLOG Exploration Co.'s Delta House production facility spilled between 7,950 and 9,350 barrels of oil last week. The [New Orleans Times-Picayune](#) (10/16, Schleifstein) reports the BSEE is convening a panel of inspectors, engineers and accident investigators to review the spill. Lars Herbst, director of the BSEE Gulf of Mexico region, said, "BSEE places great emphasis on making certain all oil and gas operations on America's Outer Continental Shelf are safe. ... This panel investigation is a critical step in ensuring BSEE determines the cause, or causes, of the incident and develops recommendations to prevent similar events from occurring in the future."

##### **Alaska Native Corporate Leader Tapped By Trump For Top Indian Affairs Job.**

The [Alaska Dispatch News](#) (10/16, Demer) reports that Tara Sweeney, executive vice president of external affairs for Arctic Slope Regional Corp., is being nominated by President Trump to oversee Indian Affairs for the Interior Department. The Alaska congressional delegation, AFN leaders and Gov. Bill Walker all had "strong praise" for the nomination. The pick by Interior Secretary Ryan Zinke was a good one, Sen. Lisa Murkowski said in a written statement with Sen. Dan Sullivan and Rep. Don Young. Murkowski said, "She is an expert on energy, infrastructure, broadband, economic development, Native self-determination, and a wide range of policy issues that will come before her. Secretary Zinke could not have chosen a better leader to help him fulfill the federal government's trust responsibility, and I know Tara has the heart and drive to excel in this position."

##### **DOI Secretary Names Director Of Bureau Of Indian Affairs.**

The [Native American Times](#) (10/16) reports that Interior Secretary Ryan Zinke on Monday "announced the selection of Bryan Rice, a veteran federal administrator and citizen of the Cherokee Nation of Oklahoma, as the new Director of the Bureau of Indian Affairs." Zinke said, "Bryan has a wealth of management expertise and experience that will well serve Indian Country as the BIA works to enhance the quality of life, promote economic opportunity, and carry out the federal responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives. I have full confidence that Bryan is the right person at this pivotal time as we work to renew the department's focus on self-

determination and self-governance, give power back to the tribes, and provide real meaning to the concept of tribal sovereignty.”

**BLM CLEARS WAY FOR CONTROVERSIAL CALIFORNIA WATER PROJECT:** Regulators cleared the biggest remaining federal obstacle for Cadiz Inc. water pipeline in California's Mojave Desert when ruled the project can move forward without additional BLM approval, Pro's Esther Whieldon [reports](#), citing [a letter](#) released Monday. Acting Director Mike Nedd axed an Obama-era 2015 finding that the project could not use an existing railroad right of way and would need to apply for its own. Cadiz in [a statement](#) said it will begin working on final engineering designs, contracts and obtaining a conveyance agreement with the Metropolitan Water District of Southern California.

#### **US House Considers Moving Federal Onshore Oil, Gas Oversight To States.**

[PennEnergy](#) (10/16, Snow) reports that the House Energy and Mineral Resources Subcommittee is considering an initiative to allow the Department of the Interior to delegate regulation authority for oil and gas operations within federally managed lands to the states. Democrats have taken an opposition stance, while Republicans believe the initiative is overdue. Under the plan, the Secretary of Interior “also would delegate regulation of hydraulic fracturing to states and Indian tribes after each submitted its requirements to BLM for consideration.”

#### **Study: Preliminary Data Show Cattle, Sage Grouse Can Coexist.**

The [Salem \(OR\) Capital Press](#) (10/16, O'Connell) reports that “spring cattle grazing doesn’t appear to adversely affect sage grouse nesting success on public lands, according to initial findings of an ongoing, exhaustive research project involving ranchers throughout Idaho.” The study, which has “concluded its fourth year,” is “led by University of Idaho professor Courtney Conway, who also serves as director of the U.S. Geological Survey Idaho Cooperative Fish and Wildlife Research Unit — a partnership of UI, the U.S. Department of Interior and the Idaho Department of Fish and Game.” Conway “described the study as ‘the most rigorous and thorough of its kind in an unprecedented way’ and said it should provide a more scientific basis for future Bureau of Land Management grazing policies in sage grouse habitat.”

#### **BOEM, Avangrid Finalize North Carolina Offshore Wind Lease.**

[North American Windpower](#) (10/16, Lillian) reports that the Bureau of Ocean Energy Management has “finalized a lease with Avangrid Renewables for a 122,405-acre wind area offshore North Carolina.” In March, Avangrid submitted “a winning bid of \$9,066,650 for the Kitty Hawk Wind Energy Area after 17 rounds of BOEM’s competitive lease sale.” BOEM “says it signed the lease on Oct. 10, and it goes into effect on Nov. 1.”

#### **Democrats Seek Tax Relief For Puerto Rico, Virgin Islands.**

The [AP](#) (10/16, Gordon) reports that a group of Democratic lawmakers are asking for tax relief for hurricane-stricken Puerto Rico and the Virgin Islands, “saying people and businesses in the two US territories don’t enjoy the same benefits as those in the mainland.” The lawmakers are asking Rep. Kevin Brady, head of the tax-writing House Ways and Means Committee, “to work on legislation that would, for example, extend the earned income tax credit for low- to moderate-income workers to Puerto Rico and increase the amounts paid under the low-income housing tax credit.”

#### **Governor Mapp Asks Congress For \$5.5 Billion To Help Rebuild USVI.**

The [Virgin Islands Consortium \(VIR\)](#) (10/12) reports that “the cost to rebuild the U.S. Virgin Islands’ infrastructure after last month’s devastating Category 5 hurricanes is estimated at \$5.5 billion dollars,



Governor Kenneth Mapp said Thursday." In a letter forwarded to congressional leaders, Mapp wrote, "On behalf of the people of the U.S. Virgin Islands, we are grateful for your concern and dedication to our recovery. After a comprehensive and thoughtful examination of our damages and recovery requirements, we believe that disaster assistance and support of approximately \$5.5 billion would enable the territory to address the most essential needs of American citizens residing in the U.S. Virgin Islands."

**FEDERAL REGISTER LISTINGS:**

Notices submitted to the Federal Register for Monday, October 16.

REG0007440 FWS Foreign Endangered and Threatened Species; Receipt of Applications for Permit -- This is a batched notice announcing the receipt of applications received by FWS for Endangered Species Act permits. Notice 10/16/2017

REG0007517 FWS Foreign Endangered Species and Marine Mammals; Issuance of Permits -- This notice informs the public that the Service has issued 11 Endangered Species Act permits and 1 Marine Mammal Protection Act permit from August 9 through September 11, 2017. Notice 10/16/2017

REG0007518 FWS Endangered Species Recovery Permit Applications -- This is a batched notice announcing the receipt of applications received by FWS for Endangered Species Act permits. Notice 10/16/2017

REG0007519 FWS Endangered Species Recovery Permit Applications -- This is a batched notice announcing the receipt of applications received by FWS for Endangered Species Act permits. Notice 10/16/2017

REG0007524 NPS National Register of Historic Places, September 23, 2017 -- The NPS is soliciting comments on the significance of properties nominated before September 23, 2017, for listing in the National Register of Historic Places or related actions. Notice 10/16/2017

**To:** mary\_pletcher@ios.doi.gov[mary\_pletcher@ios.doi.gov]  
**From:** Global Government Forum  
**Sent:** 2017-10-17T09:39:27-04:00  
**Importance:** Normal  
**Subject:** Public Fiscal tools | Northern Ireland sickness rates found to be double UK average  
| Australian panel to develop new whistle-blower protections  
**Received:** 2017-10-17T09:39:43-04:00

Using fiscal tools to align economic growth with environmental sustainability, China leads the way - Gavin O'Toole reports

[Global Government Forum](#) Email News Notification

Impartial government news, analysis and best practice from around the world.

Have you been forwarded this email? [Sign up here](#) to receive the latest news straight to your inbox

[View this email in your browser](#)

## The public finance tools that marry economy and environment

For years, China has been using subsidies and taxation to build its solar power equipment industries – and as a result, it dominates world markets. Now other countries are using fiscal tools to align economic growth with environmental sustainability. Gavin O'Toole reports

[Read the full story](#)

## Download the Women Leaders Index

The full data has been published in an online tool that allows easy comparisons over time and between countries:

[www.womenleadersindex.com](http://www.womenleadersindex.com)

**Women's Leaders Index report with [Full findings, interviews, case studies and analysis can be found in the Women Leaders Index report 2016-17](#)**

## Northern Ireland sickness rates found to be double UK average

New figures on absenteeism in the Northern Ireland Civil Service reveal that the province's officials take twice as many days off sick as the UK-wide average – and the rate has increased by more than 5% over the last year.

[Read the full story](#)

## Australian panel to develop new whistle-blower protections

The Australian government has set up a panel of experts to advise it on the shape of new legislation to protect whistle-blowers across the public and private sectors.

[Read the full story](#)

## Preventing cyber crime is central to GCHQ's mission, says chief

The head of the UK's spy agency GCHQ has

## How does a city turn bankruptcy into renewal?

Repairing the city's finances hasn't been easy. Many difficult and painful decisions had to be made. But, as Detroit has shown, putting the interests of citizens at the heart of decision-making can enable policymakers to address the most difficult challenges in government and win the confidence of the people.

[Watch the video to find out how Detroit has done it](#)

*Partner content*

## Corruption: Multinationals in developing countries – who's accountable?

Evidence shows corruption can actually increase in some developing countries after deregulation. Dr Pallavi Roy, Convenor of MA Globalisation and Multinational Corporations at SOAS University of London, sets the scene for multinationals operating in developing countries.

[Read the full story](#)

said that protecting Britain from cyber crime must be as central to its mission as defending the country from terrorism.

[Read the full story](#)

### **Climate change expert resigns from US government after blowing whistle**

A senior civil servant who criticised the Trump administration for reassigning him from his post dealing with climate change adaptation has resigned from the service.

[Read the full story](#)

### **Gina Miller, businesswoman and campaigner: Exclusive Interview**

When Gina Miller forced the UK government to consult Parliament before triggering the process of leaving the EU, she became a hate figure for hardline Brexiteers. Global Government Forum's Matt Ross learns what drove her campaign to put Parliament in the driving seat, and discovers

*Partner content*

### **What the reaction to Trump's announcement on the Paris Agreement tells us about climate change governance**

America leads and the world follows? Not so much under Trump – at least when it comes to climate change. Dr Feja Lesniewska, MSc Global Energy and Climate Policy at SOAS University of London, looks at how the US's decision to back out of the Paris Agreement may have bolstered the world's response but will regardless leave a legacy of lost lives and lost lands.

[Read the full story](#)

*Partner content*

### **Are you tracking how public money is spent, as well as how much?**

Governments around the world are dealing with common issues that pose long-term risks to their financial sustainability – aging populations, raised expectations of government services, increasing cost pressures

that she isn't done yet

[Read the full interview](#)

### **Regulators were told not to criticise the UK government, says agency chair**

Regulatory bodies in England have been told not to publicly criticise the government and instead to raise concerns privately with ministers, the chair of the Environment Agency (EA) has said.

[Read the full story](#)

### **US health secretary resigns amid storm over use of private jets**

Tom Price stepped down as the US federal government's health and human services secretary last Friday, amid growing controversy over his use of private and military jets for travel around the US and overseas.

[Read the full story](#)

and revenue risks driven by lower economic growth. These budgetary pressures, along with rising levels of public debt, are expected to continue and could worsen in advanced and emerging economies.

[Read and download the full story](#)

*Partner content*

### **Britain's UN ambassador to lead international development department**

Matthew Rycroft, the UK's ambassador to the United Nations, has been appointed as permanent secretary at Britain's foreign aid ministry, the Department for International Development (DfID).

[Read the full story](#)

### **Populist holds trump card in NZ coalition talks**

New Zealanders are set to wait at least two weeks to find out who will form their next government, after Saturday's general election delivered a hung parliament.

[Read the full story](#)

## UK government tables deeper redundancy payment cuts after court defeat

The British government has proposed bigger cuts in redundancy payments for civil servants, after the High Court quashed changes that it made last year.

[Read the full story](#)

Stay up to date with the latest government news by following us on twitter: @globegov

*Copyright © 2017 Pendragon International Media Ltd, All rights reserved.*

You have received this email because you are on the Global Government Forum list as a senior government official.

**Our mailing address is:**

Pendragon International Media Ltd  
Unit 280 Baldwins Lane  
Croxley Green  
Rickmansworth, Hertfordshire WD3 3LD  
United Kingdom

[Add us to your address book](#)

[unsubscribe from this list](#) [update subscription preferences](#)

.





**To:** [REDACTED] (b)(6)  
**From:** Laura Rigas  
**Sent:** 2017-10-17T07:16:21-04:00  
**Importance:** Normal  
**Subject:** Fwd: U.S. Department of the Interior News Briefing for Tuesday, October 17, 2017  
**Received:** 2017-10-17T07:16:37-04:00

Laura Keehner Rigas  
Communications Director  
U.S. Department of the Interior  
(202) 897-7022 cell  
@Interior

Begin forwarded message:

**From:** Bulletin Intelligence <[Interior@bulletinintelligence.com](mailto:Interior@bulletinintelligence.com)>  
**Date:** October 17, 2017 at 7:00:42 AM EDT  
**To:** <[Interior@BulletinIntelligence.com](mailto:Interior@BulletinIntelligence.com)>  
**Subject:** U.S. Department of the Interior News Briefing for Tuesday, October 17, 2017

Mobile version and searchable archives available [here](#). Please [click here](#) to subscribe.

**DATE: TUESDAY, OCTOBER 17, 2017 7:00 AM EDT**

## **Today's Table Of Contents**

---

### **DOI In The News**

- Native American Times: DOI Secretary Names Director Of Bureau Of Indian Affairs.
- Alaska Dispatch News: Alaska Native Corporate Leader Tapped By Trump For Top Indian Affairs Job.
- Associated Press: Colorado Official Hopeful Changes On Grouse Will Help Oil & Gas .
- McClatchy: Trump Touts Federal Response To California Wildfires.
- Oil and Gas Journal: US House Considers Moving Federal Onshore Oil, Gas Oversight To States.
- The Hill: Congressional Attack On National Monuments Ignores America's Conservation History.
- Bangor (ME) Daily News: Zinke's Silence On The Monument Creates Uncertainty For Northern Maine.
- Santa Fe New Mexican: Do No Harm To Our National Monuments.
- Washington Post: Trump's Cabinet Is The Absolute Best Of All Time. Ever.
- Federal News Radio (DC): Huh? Employee Engagement Scores Went Up?

**Bureau Of Land Management**

- Palm Springs (CA) Desert Sun: Trump Administration Green-lights Company's Desert Water Project.
- Elko (NV) Daily Free Press: BLM To Offer 208 Parcels In Oil And Gas Lease Sale.
- U.S. News & World Report: Wyoming Wild Horse Roundup Continues Amid Counting Dispute.
- Billings (MT) Gazette: Soil Recovery Project Aimed At Preventing Flooding In Wake Of Huge Fire Near Tiny Montana Town.
- U.S. News & World Report: Nearly Complete Fossilized Dinosaur Remains Flown To Museum.

**Bureau Of Ocean Energy Management**

- BOEM, Avangrid Finalize North Carolina Offshore Wind Lease.

**Bureau Of Safety And Environmental Enforcement**

- Gulf Of Mexico Oil Spill May Be Largest Since BP Disaster.

**Fish And Wildlife Service**

- Canadian Press: Yukon Chief Seeks Trudeau's Help To Stop U.S. Oil Drilling In Caribou Habitat.
- U.S. News & World Report: Wyoming Wildlife Managers To Hold Grizzly Management Circuit.
- KITV-TV Honolulu: Rare Hawaiian Crows Released Into Native Forests Of Hawai'i Island.

**National Park Service**

- Hanover (PA) Evening Sun: Gettysburg National Military Park Names New Superintendent.
- Missoulian (MT): Stabilization Work Completed On Glacier's Sperry, Fundraising Goals Exceeded.
- Bismarck (ND) Tribune: Theodore Roosevelt National Park Holds Bison Roundup In South Unit.
- Marquette (MI) Mining Journal: Isle Royale National Park Reintroduction?.
- U.S. News & World Report: Wyoming Asking Yellowstone Workers To Register Vehicles.
- U.S. News & World Report: Man Believes Bodies In California Desert Are Son, Girlfriend.

**Office Of Insular Affairs**

- Washington Examiner: CNN Poll: Trump's Approval Rating For Handling Hurricanes Drops 20 Points.
- Associated Press: Democrats Seek Tax Relief For Puerto Rico, Virgin Islands.
- Saipan (MNP) Tribune: Interior Pays Out \$56M For FSM, Marshalls.
- Kaselehlle Press (FSM): Interior, Census Launch 2018 Enumeration Of Compact Migrants In Hawaii, Guam, Northern Mariana Islands And American Samoa.
- Virgin Islands Consortium (VIR): Governor Mapp Asks Congress For \$5.5 Billion To Help Rebuild USVI.
- Virgin Islands Consortium (VIR): Mapp Announces 'VI Hurricane And Resiliency

Advisory Group', Created To Guide Recovery Of USVI.

- Taiwan News: Taiwan President To Visit Marshall Islands, Tuvalu And The Solomon Islands.
- Radio New Zealand: US Pacific Delegates Highlight Plight Of Military Veterans.
- Task & Purpose: On An Island Halfway Around The World, Locals Enlist To Fight And Die For America.
- Kaselehlie Press (FSM): Perman Primes Pohnpei Municipal Speakers To Consider Diminishing Compact Returns.

### **US Geological Survey**

- Salem (OR) Capital Press: Study: Preliminary Data Show Cattle, Sage Grouse Can Coexist.
- Additional Reading.

### **Top National News**

- ABC: Media Analyses: Trump And McConnell Present United Front At News Conference.
- Associated Press: Trump: "Total Termination" Of Iran Deal Possible.
- CNN: North Korean Official Rules Out Diplomacy With US.
- New York Times: White House Economic Advisers Report: Corporate Tax Cuts Would Boost Wages.
- The Hill: EPA To Restrict Settlements With Environmental Groups.

### **Editorial Wrap-Up**

- New York Times.
  - "Under Mr. Trump, America Surrenders."
- Washington Post.
  - "'Drug Dealers In Lab Coats.'"
  - "Starting From Scratch On The Travel Ban."
  - "One Fight Ends But Another Flares."
- Wall Street Journal.
  - "Assault On The Kurds."
  - "Austria's Not So Scary Right Turn."
  - "Liberals Embrace 'Dark Money.'"

### **Big Picture**

- Headlines From Today's Front Pages.

### **Washington Schedule**

- Today's Events In Washington.

### **Last Laughs**

- Late Night Political Humor.

### **DOI In The News**

---

### **DOI Secretary Names Director Of Bureau Of Indian Affairs.**

The Native American Times (10/16) reports that Interior Secretary Ryan Zinke on Monday "announced the selection of Bryan Rice, a veteran federal administrator and citizen of the Cherokee Nation of Oklahoma, as the new

Director of the Bureau of Indian Affairs.” Zinke said, “Bryan has a wealth of management expertise and experience that will well serve Indian Country as the BIA works to enhance the quality of life, promote economic opportunity, and carry out the federal responsibility to protect and improve the trust assets of American Indians, Indian tribes and Alaska Natives. I have full confidence that Bryan is the right person at this pivotal time as we work to renew the department’s focus on self-determination and self-governance, give power back to the tribes, and provide real meaning to the concept of tribal sovereignty.”

KOTV-TV Tulsa, OK (10/16) reports that Rice, who began his new position Monday, “was most recently serving as the head of the Interior’s Office of Wildland Fire.” The article notes that “his federal government career has spanned nearly 20 years, beginning with service on the Helena Interagency Hotshot Crew for the U.S. Forest Service in Montana.”

Additional coverage was provided by the Tulsa (OK) World (10/17, Wingerter), Law360 (10/16, Lidgett), KTVH-TV Helena, MT (10/16), and KTVQ-TV Billings, MT (10/17).

### **Alaska Native Corporate Leader Tapped By Trump For Top Indian Affairs Job.**

The Alaska Dispatch News (10/16, Demer) reports that Tara Sweeney, executive vice president of external affairs for Arctic Slope Regional Corp., is being nominated by President Trump to oversee Indian Affairs for the Interior Department. The Alaska congressional delegation, AFN leaders and Gov. Bill Walker all had “strong praise” for the nomination. The pick by Interior Secretary Ryan Zinke was a good one, Sen. Lisa Murkowski said in a written statement with Sen. Dan Sullivan and Rep. Don Young. Murkowski said, “She is an expert on energy, infrastructure, broadband, economic development, Native self-determination, and a wide range of policy issues that will come before her. Secretary Zinke could not have chosen a better leader to help him fulfill the federal government’s trust responsibility, and I know Tara has the heart and drive to excel in this position.”

### **Colorado Official Hopeful Changes On Grouse Will Help Oil & Gas .**

The AP (10/16) reports that as the Interior Department is considering changes to mining, drilling, and grazing regulations meant to protect the sage grouse bird habitat, Moffat County Commissioner Don Cook said the issue has implications for roughly 40 percent of Moffat County. The AP states that “Luke Schafer with Conservation Colorado says the changes announced by Interior could throw out years of work on sage grouse.” Cook said that not much input from the local community was considered when the sage grouse regulations were adopted when President Obama was in office.

### **Trump Touts Federal Response To California Wildfires.**

McClatchy (10/16, Kumar) reports President Trump said his Administration is "doing a good job" responding to the California wildfires "that have killed more than 40 people dead and displaced tens of thousands of people." Trump also said he had spoken to California Gov. Jerry Brown, FEMA, the military, and first responders were on the ground in the Northern California.

***Firefighters Hopeful On Wildfire Containment.*** NBC Nightly News (10/16, story 5, 2:10, Holt) reported, "Crews are hopeful they've finally gotten a handle on the flames" in California's wildfires. NBC (Fryer) added that firefighters "hope that some of these fires will be fully contained by week's end." Meanwhile, "officials say it will be days if not weeks before some in the hardest-hit neighborhoods are able to return home for good." The CBS Evening News (10/16, story 4, 2:10, Mason) reported, "A driver delivering water to the fire lines was killed when his truck flipped." ABC World News Tonight (10/16, story 3, 2:20, Muir) also covered this story.

***Cleanup From California Fires Poses Environmental And Health Risks.*** The New York Times (10/16, Johnson) reports public health officials and environmental cleanup experts are beginning to consider "the huge amount of debris and ash that will be left behind" once the California wildfires are gone. The clean is likely to have "its own thorny set of issues, in the costs, timetables and liability questions" with the large number of properties affected compounding the issues. Workers, responders, and the public may be exposed to all the chemicals and pollutants typically in a home, concentrated in the ash left behind. It isn't year clear which local or state agencies will take leadership roles on the issue, and both the severity of the issue and costs of remediation are as yet undetermined. FEMA spokesman David Passey said, "There are more questions than answers."

### **US House Considers Moving Federal Onshore Oil, Gas Oversight To States.**

PennEnergy (10/16, Snow) reports that the House Energy and Mineral Resources Subcommittee is considering an initiative to allow the Department of the Interior to delegate regulation authority for oil and gas operations within federally managed lands to the states. Democrats have taken an opposition stance, while Republicans believe the initiative is overdue. Under the plan, the Secretary of Interior "also would delegate regulation of hydraulic fracturing to states and Indian tribes after each submitted its requirements to BLM for consideration."

### **Congressional Attack On National Monuments Ignores America's Conservation History.**

For the "Congress" blog of The Hill (10/16, Hecht, Ruple), Sean B. Hecht, a professor at UCLA School of Law, and John Ruple, a professor at the University of Utah's SJ Quinney College of Law, call the "National Monument Creation and Protection Act," an "assault on our public land heritage." They note that the Supreme Court has "twice unanimously

confirmed that presidents may create national monuments, including landscape-scale monuments, to protect scenic areas and the geologic formations, plants, and animals they contain." The authors conclude that H.R. 3990 "will neither create nor protect national monuments, but will only undermine them."

In an editorial, the Durango (CO) Herald (10/16) criticizes "the legislative subterfuge that makes the bill read like it will accomplish the opposite of what its real intention implies." As the bill moves through the legislative process, the paper challenges Rep. Rob Bishop, who introduced the bill, "to seek and consider public input from a wide range of stakeholders."

### **Zinke's Silence On The Monument Creates Uncertainty For Northern Maine.**

In an op-ed for the Bangor (ME) Daily News (10/16, Dill), Maine state Senator Jim Dill writes that the Katahdin Woods and Waters National Monument has "created new demands and business opportunities in Millinocket, Medway and other communities near the monument." However, "that promising start is jeopardized by a needless uncertainty that has hung over the monument since President Donald Trump was elected." Dill writes that the people of Maine "deserve to know what" the Trump Administration's "plans are for this public land, and how those plans will benefit future generations of Mainers."

### **Do No Harm To Our National Monuments.**

In an op-ed for the Santa Fe New Mexican (10/16, Allison), Mark Allison, executive director of the New Mexico Wilderness Alliance, claims that when Interior Secretary Ryan Zinke "paid a visit to Organ Mountains-Desert Peaks in July, he chose to spend most of his time meeting with the few opponents of the monument behind closed doors." Allison also criticizes Zinke's recommendations in his report on national monument designation, calling it "cynical, disingenuous and Orwellian." He calls on President Trump "to side with voters rather than the radical proposals of U.S. Rep. Steve Pearce, R-N.M., D.C. lobbyists and special interests."

### **Trump's Cabinet Is The Absolute Best Of All Time. Ever.**

Dana Milbank mockingly writes in his Washington Post (10/16) column, "I'm very proud of Trump for recognizing the greatness of his Cabinet" during a meeting with them Monday, "but he is being modest. This isn't just 'one of the finest' Cabinets. There has never been a Cabinet like this before – and there probably will ever be one like it in the furniture." Milbank continues, "Never has a Cabinet incurred so many probes and reprimands in so little time. ... Never has a presidential team endured more humiliation with more aplomb."

### **Huh? Employee Engagement Scores Went Up?**

In a piece for [Federal News Radio \(DC\)](#) (10/16, Temin), 'Tom Temin writes that federal employee engagement scores "rose to a six-year high," according to a survey distributed in May. Notably, engagement scores rose at "the low-ranking Interior Department, with its highly visible senior executive reassignments."

## **Bureau Of Land Management**

---

### **Trump Administration Green-lights Company's Desert Water Project.**

The [Palm Springs \(CA\) Desert Sun](#) (10/16, James) reports that the Bureau of Land Management has "approved a company's plan to build a water pipeline to carry billions of gallons from the Mojave Desert to California cities." The BLM "told Cadiz Inc. in a letter released Monday that the company won't need a permit to build the pipeline alongside a railroad." The bureau "rescinded a 2015 decision by President Barack Obama's administration that had blocked the project." Cadiz "said with no federal permit needed, it now plans to move ahead with designing and building the 43-mile pipeline from its property to the Colorado River Aqueduct."

Additional coverage was provided by the [Los Angeles Times](#) (10/16, Boxall) and the [Highland \(CA\) Community News](#) (10/16).

### **BLM To Offer 208 Parcels In Oil And Gas Lease Sale.**

The [Elko \(NV\) Daily Free Press](#) (10/16) reports that the Bureau of Land Management will "offer 208 parcels in Nye County totaling approximately 388,959.402 acres in the Ely District at its December quarterly oil and gas lease sale." Bidding will start Dec. 11.

### **Wyoming Wild Horse Roundup Continues Amid Counting Dispute.**

The [AP](#) (10/16, Gruver) reports that "a roundup of wild horses continued Monday in the desert of southwestern Wyoming after a judge declined to stop it during a lawsuit over how the animals are counted." According to the article, "as of Sunday, U.S. Bureau of Land Management contract workers had rounded up 1,367 adult horses and 350 foals." The BLM "could reach its goal of capturing 1,560 adults plus the foals of captured mares this week, bureau spokeswoman Kristen Lenhardt said."

### **Soil Recovery Project Aimed At Preventing Flooding In Wake Of Huge Fire Near Tiny Montana Town.**

The [Billings \(MT\) Gazette](#) (10/16, Kordenbrock) reports that "earlier this month, a helicopter took flight again over the site of the July fire in the Little Rocky Mountains, this time dropping mulch instead of water." In total, the Bureau of Land Management "covered 61 acres of burned soil on a northeastern slope of Sugar Loaf Butte with nearly 80,000 pounds of the mulch in order to mitigate the dangers flooding and erosion could pose to the town of Landusky below, where around 40 people live." According to Tom Darrington, field manager for the BLM's Malta Field Office, "the burn

area emergency stabilization project, which also included the installation of lines made up of 75 straw wattles along the slope in August, cost \$800,000."

### **Nearly Complete Fossilized Dinosaur Remains Flown To Museum.**

The [AP](#) (10/16) reports that "the nearly complete fossilized remains of a tyrannosaur found two years ago in southern Utah's Grand Staircase-Escalante National Monument were airlifted to the Natural History Museum of Utah in Salt Lake City on Sunday." According to the article, "the 75 million-year-old Teratophoneus was covered in plaster and flown by helicopter in pieces Sunday to the Salt Lake City museum, where paleontologists will spend several years removing rock from the fossil."

### **Bureau Of Ocean Energy Management**

---

#### **BOEM, Avangrid Finalize North Carolina Offshore Wind Lease.**

[North American Windpower](#) (10/16, Lillian) reports that the Bureau of Ocean Energy Management has "finalized a lease with Avangrid Renewables for a 122,405-acre wind area offshore North Carolina." In March, Avangrid submitted "a winning bid of \$9,066,650 for the Kitty Hawk Wind Energy Area after 17 rounds of BOEM's competitive lease sale." BOEM "says it signed the lease on Oct. 10, and it goes into effect on Nov. 1."

Additional coverage was provided by the [Windpower Engineering & Development](#) (10/16, Froese) and the [Triangle \(NC\) Business Journal](#) (10/16, Ohnesorge).

### **Bureau Of Safety And Environmental Enforcement**

---

#### **Gulf Of Mexico Oil Spill May Be Largest Since BP Disaster.**

[Bloomberg News](#) (10/16, Grant) reports that, according to US Bureau of Safety and Environmental Enforcement data, last week's oil spill in the Gulf of Mexico could be the largest since the 2010 BP Deepwater Horizon rig blowout. LLOG Exploration Co.'s Delta House production facility spilled between 7,950 and 9,350 barrels of oil last week. The [New Orleans Times-Picayune](#) (10/16, Schleifstein) reports the BSEE is convening a panel of inspectors, engineers and accident investigators to review the spill. Lars Herbst, director of the BSEE Gulf of Mexico region, said, "BSEE places great emphasis on making certain all oil and gas operations on America's Outer Continental Shelf are safe. ... This panel investigation is a critical step in ensuring BSEE determines the cause, or causes, of the incident and develops recommendations to prevent similar events from occurring in the future."

[Oil, Gas & Petrochem Equipment](#) (10/16) also provided coverage.

### **Fish And Wildlife Service**

---

#### **Yukon Chief Seeks Trudeau's Help To Stop U.S. Oil Drilling In Caribou Habitat.**



The [Canadian Press](#) (10/16) reports Yukon First Nation Chief Bruce Charlie is asking Prime Minister Justin Trudeau to get the White House to stop its push for drilling in the Arctic caribou habitat. The Vuntut Gwitchin First Nation chief is looking to halt drilling plans in the ANWR, and would like Trudeau to address the issue in a November meeting with President Trump.

### **Wyoming Wildlife Managers To Hold Grizzly Management Circuit.**

The [AP](#) (10/16) reports that "Wyoming wildlife managers are hosting a circuit of meetings around the state to talk about management of grizzly bears." The article says that "the meetings aren't designed to set policies, such as hunting regulations. They'll simply be for members of the public to share their feelings on the state's grizzly management."

Additional coverage was provided by [Montana Public Radio](#) (10/16, O'Brien).

***Grizzlies Saved This Vietnam Vet's Life. Now He's Fighting To Return The Favor.*** The [Huffington Post](#) (10/16, D'Angelo) reports that a Vietnam veteran is a plaintiff in a lawsuit to restore federal protections for Yellowstone grizzly bears. According to Doug Peacock, "with the impacts of climate change becoming undeniable, it is a critical time for the Yellowstone grizzly." His "most immediate concern is hunting."

### **Rare Hawaiian Crows Released Into Native Forests Of Hawai'i Isla.**

[KITV-TV](#) Honolulu (10/16, Ako) reports that "five young 'alala, two females and three males, were released into Pu'u Maka'ala Natural Area Reserve (NAR) on the Island of Hawai'i on Wednesday, October 11." The group of birds "joins a previous group that had been released into the forest at the end of September." Michelle Bogardus, U.S. Fish and Wildlife Service Geographic team leader for Maui Nui and the Hawai'i Islands, said, "Our efforts to bring this species back from the brink of extinction have been tremendously bolstered by our ability to protect a small population of 'alala in a conservation breeding program in Hawai'i. Now that we built up the population to more than 125 birds at the Hawaiian Bird Center we can begin the long road to recovering this incredible species in its native habitat."

### **National Park Service**

---

### **Gettysburg National Military Park Names New Superintendent.**

The [Hanover \(PA\) Evening Sun](#) (10/16, Levy) reports that Charles "Chuck" Hunt will serve as acting superintendent for Gettysburg National Military Park from Oct. 17 until January 2018. Hunt said in a news release, "I am very honored to have the opportunity to serve as acting superintendent for Gettysburg National Military Park and Eisenhower National Historic Site for the next few months. The stories, landscapes and resources of these two parks have inspired generations." According to a National Park Service official, "the former superintendent, Ed Clark, was reassigned in May in the

best interest of regional and park needs." Clark is "on detail as the acting chief for the northeast regional office's park planning and special studies division."

### **Stabilization Work Completed On Glacier's Sperry, Fundraising Goals Exceeded.**

The Missoulian (MT) (10/16, Backus) reports that "the race to shore up the charred rock walls, chimneys and gables of Sperry Chalet's dormitory before winter is done." According to the article, "a 10-person national park crew faced freezing temperatures, rain and snow over a two-week stint to brace the walls, sandwich the gables with plywood, and surround the chimney with collars of wood in an effort to protect the more than century-old structure from wind and snow." The article notes that "the stabilization work that was completed on the structure may not have been possible without the financial help of more than 700 donors from nearly every state and from countries as far away as Australia and the Ukraine." The fundraising effort to stabilize the chalet was spearheaded by the Glacier National Park Conservancy. Glacier National Parks spokesperson Lauren Alley said, "The conservancy was ready to help from day one. We were up against winter and we needed to be able to put people up there quickly. The generous donors helped make that happen."

### **Theodore Roosevelt National Park Holds Bison Roundup In South Unit.**

The Bismarck (ND) Tribune (10/16, Dalrymple) reports that Theodore Roosevelt National Park is reducing the size of its bison herd this week. According to the article, "staff at the South Unit of the park are conducting a bison roundup to cull the size of the herd from 500 to about 380 animals." The article says that "a majority of the animals will go to supplement herds of various tribes through the InterTribal Buffalo Council, which represents about 60 tribes across 19 states, according to Patrick Toomey, range technician for the Rapid City, S.D.-based organization."

### **Isle Royale National Park Reintroduction?.**

The Marquette (MI) Mining Journal (10/16, Freedman) reports that a new study suggests that Canada lynx could "return to Isle Royale and survive there." According to a research team from the National Park Service and the University of Minnesota Duluth, "there is a high potential for a successful lynx reintroduction to Isle Royale if the animals are appropriately monitored and managed." The study said, "Isle Royale could continue its long and storied tradition as a site that leads to a better understanding of wildlife ecology and conservation."

### **Wyoming Asking Yellowstone Workers To Register Vehicles.**

The AP (10/16) reports that "the Wyoming Department of Transportation, at the request of Gov. Matt Mead and members of Wyoming's

congressional delegation, is pushing to get more Yellowstone residents and workers to follow state law and purchase Wyoming registrations and driver's licenses." The article says that "state and federal officials say they don't know how many of the about 550 permanent and more than 3,000 seasonal employees working for the National Park Service and Yellowstone's concessionaire, Xanterra Parks & Resorts need to get Wyoming plates." However, "with an average vehicle registration costing a couple hundred dollars, the state could theoretically be losing out on hundreds of thousands of dollars in fees each year, the Powell Tribune reported."

### **Man Believes Bodies In California Desert Are Son, Girlfriend.**

The AP (10/16) reports that "the father of a missing California man said he believes the bodies of his son and his son's girlfriend have been found in Joshua Tree National Park, near the area where they vanished while hiking three months ago." However, "officials did not immediately confirm the identities of the two adults discovered Sunday in rugged terrain near a popular trail in the desert park." Gilbert Orbeso, "who was with searchers when the discovery was made, told KESQ-TV they are his son, Joseph Orbeso, 21, of Lakewood and his girlfriend, Rachel Nguyen, 20, of Westminster."

### **Office Of Insular Affairs**

---

### **CNN Poll: Trump's Approval Rating For Handling Hurricanes Drops 20 Points.**

The Washington Examiner (10/16, Correll) reports President Trump's approval rating for overseeing the federal government's response to several recent hurricanes has "dipped by 20 points in the past month," according to a new CNN poll. Trump reached "a 64 percent approval rating for responding to Hurricane's Harvey and Irma in mid-September, but now only 44 percent of Americans approve of his response to hurricanes, as Puerto Rico attempts to recover from Hurricane Maria." The CNN Poll was conducted by SSRS from Oct.12-15 by telephone using a random sample of 1,010 adults.

### **Democrats Seek Tax Relief For Puerto Rico, Virgin Islands.**

The AP (10/16, Gordon) reports that a group of Democratic lawmakers are asking for tax relief for hurricane-stricken Puerto Rico and the Virgin Islands, "saying people and businesses in the two US territories don't enjoy the same benefits as those in the mainland." The lawmakers are asking Rep. Kevin Brady, head of the tax-writing House Ways and Means Committee, "to work on legislation that would, for example, extend the earned income tax credit for low- to moderate-income workers to Puerto Rico and increase the amounts paid under the low-income housing tax credit."

### **Interior Pays Out \$56M For FSM, Marshalls.**

The [Saipan \(MNP\) Tribune](#) (10/13) reports that "a total of \$30,819,840 from the U.S. Department of the Interior has been remitted to the Compact trust fund for the Federated States of Micronesia, according to assistant secretary for Insular Areas Doug Domenech." Also, "a total of \$16,854,600 has been paid out to the compact trust fund for the Republic of the Marshall Islands." And "an additional partial payment of \$9,070,200 was also provided separately to the Marshall Islands for ongoing use of the Kwajalein Atoll, a missile defense test site."

### **Interior, Census Launch 2018 Enumeration Of Compact Migrants In Hawaii, Guam, Northern Mariana Islands And American Samoa.**

The [Kaselehlle Press \(FSM\)](#) (9/1) reported that Interior Acting Assistant Secretary Nikolao Pula has "signed a Statement of Work with the U.S. Census Bureau to carry out the next 5-year enumeration of migrants from the Freely Associated States in Hawaii, Guam, the Commonwealth of the Northern Mariana Islands (CNMI) and American Samoa, as required by the Compact of Free Association Amendments Act of 2003 (Public Law 108-188)." Pula said, "The law requires that we work with the Census Bureau to conduct this enumeration every five years as the basis for the distribution of Compact Impact funds. I have reached out to Governors of Guam, Hawaii, the CNMI and American Samoa asking for their cooperation to ensure the enumeration is successful. We have also reached out to members of Congress."

### **Governor Mapp Asks Congress For \$5.5 Billion To Help Rebuild USVI.**

The [Virgin Islands Consortium \(VIR\)](#) (10/12) reports that "the cost to rebuild the U.S. Virgin Islands' infrastructure after last month's devastating Category 5 hurricanes is estimated at \$5.5 billion dollars, Governor Kenneth Mapp said Thursday." In a letter forwarded to congressional leaders, Mapp wrote, "On behalf of the people of the U.S. Virgin Islands, we are grateful for your concern and dedication to our recovery. After a comprehensive and thoughtful examination of our damages and recovery requirements, we believe that disaster assistance and support of approximately \$5.5 billion would enable the territory to address the most essential needs of American citizens residing in the U.S. Virgin Islands."

### **Mapp Announces 'VI Hurricane And Resiliency Advisory Group', Created To Guide Recovery Of USVI.**

The [Virgin Islands Consortium \(VIR\)](#) (10/16) reports that Gov. Kenneth Mapp on Monday "announced the creation of an expert advisory committee to help guide reconstruction and resiliency efforts in the U.S. Virgin Islands in the wake of Hurricanes Irma and Maria." The VI Hurricane and Resiliency Advisory Group, "under the Office of the Governor, includes local officials and community members, as well as business and environmental experts, and thought leaders from around the United States." Members of the group

will “determine, among other things, how the over \$1.4 million collected through USVI recovery to aid with relief efforts, will be spent.”

### **Taiwan President To Visit Marshall Islands, Tuvalu And The Solomon Islands.**

Taiwan News (10/13, Strong) reports that Taiwan President Tsai Ing-wen will “start on a journey to three allies in the Pacific – the Marshall Islands, Tuvalu and the Solomon Islands – later this month, the Presidential Office announced Friday.” According to Deputy Foreign Minister Francois Wu, “Tsai will leave Taiwan on October 28 and return on November 4.” The article notes that “due to pressure from China, Taiwan now only has 20 official diplomatic allies, mostly small or impoverished nations in Africa, the Pacific, Latin America and the Caribbean.”

### **US Pacific Delegates Highlight Plight Of Military Veterans.**

Radio New Zealand (10/12) reports that “the United States Congressional members from the three Pacific territories have called for an oversight hearing on American veterans living in the US insular areas as well as Samoa.” The request was made to the US House Committee on Veterans Affairs in a joint letter from American Samoa’s Congresswoman, Aumua Amata; Guam’s Madeleine Bordallo; and the Commonwealth of the Northern Marianas Gregorio Kilili Sablan. The letter “requests a hearing to look at the challenges facing those American veterans that reside in American Samoa, CNMI, Guam, Samoa, and the Freely Associated States.”

Additional coverage was provided by the Guam Daily Post (10/13).

### **On An Island Halfway Around The World, Locals Enlist To Fight And Die For America.**

The Task & Purpose (10/12, Leffler) reports that how the residents of the Federated States of Micronesia, Marshall Islands, and Palau “came to be a wellspring for U.S. military recruiters is the subject of *Island Soldier*,” a new film. The documentary “takes a hard look at the reasons why islanders are signing up to fight — and in some cases die — for a country that isn’t theirs.” *Island Soldier* “also explores the impact their service has on their homeland and the people they leave behind, raising serious ethical questions about offering the uniform to a population from a distant and remote land.”

### **Perman Primes Pohnpei Municipal Speakers To Consider Diminishing Compact Returns.**

The Kaselehlle Press (FSM) (8/28) reports that Congressman Ferny Perman was a guest speaker “at the Officers of the Municipal Council Association (OMCA) meeting at the Sokehs Municipal Council Chamber on Friday, August 4.” Perman “discussed the issue of the financial provisions of the Compact of the Free Association that will end in five years’ time.” Perman “said that US President Donald Trump and his new administration are not

currently considering the possibility of renegotiating the Compact.”

## **US Geological Survey**

---

### **Study: Preliminary Data Show Cattle, Sage Grouse Can Coexist.**

The [Salem \(OR\) Capital Press](#) (10/16, O'Connell) reports that “spring cattle grazing doesn’t appear to adversely affect sage grouse nesting success on public lands, according to initial findings of an ongoing, exhaustive research project involving ranchers throughout Idaho.” The study, which has “concluded its fourth year,” is “led by University of Idaho professor Courtney Conway, who also serves as director of the U.S. Geological Survey Idaho Cooperative Fish and Wildlife Research Unit — a partnership of UI, the U.S. Department of Interior and the Idaho Department of Fish and Game.” Conway “described the study as ‘the most rigorous and thorough of its kind in an unprecedented way’ and said it should provide a more scientific basis for future Bureau of Land Management grazing policies in sage grouse habitat.”

### **Additional Reading.**


- *Crews Search Air, Water For Missing Worker After Blast.* [San Francisco Chronicle](#) (10/16).
- *3.6-magnitude Earthquake Rattles Part Of Arkansas.* [Arkansas Democrat Gazette](#) (10/16).
- *Earthquake Hits Rural Clatsop County.* [Oregonian](#) (10/16).
- *Earthquakes Pose A Serious Risk To Internet, Cellular Infrastructure.* [Government Technology](#) (10/16, Lee).
- *BBC – Future – The Great Thaw Of America’s North Is Coming.* [BBC News \(UK\)](#) (10/16, Goudarzi).

## **Top National News**

---

### **Media Analyses: Trump And McConnell Present United Front At News Conference.**

Coverage of what many news outlets call President Trump’s “impromptu” Monday news conference focuses on efforts by Trump and Senate Majority Leader McConnell to portray their relationship as friendly – and their interests as aligned. Several reports mention that the President had criticized Capitol Hill Republicans just an hour and a half earlier, and that he had repeatedly attacked McConnell on Twitter over the past two months. While McConnell focused mainly on the GOP agenda, stories highlight the President’s efforts to praise both McConnell and former chief strategist Steve Bannon, who has declared “war” on the party establishment.

[ABC World News Tonight](#)  (10/16, lead story, 4:10, Muir) reported, “The President started the week with an impromptu press conference, summoning reporters to the Rose Garden today with little notice.” ABC’s

Jonathan Karl: "After repeatedly lashing out at him, President Trump held a hastily arranged press conference with Mitch McConnell in the Rose Garden today to declare their relationship outstanding." Trump: "We have been friends for a long time. We are probably now, despite what we read, we're probably now, I think, at least as far as I'm concerned, closer than ever before." Karl: "You're okay with Bannon campaigning against Republicans running for re-election?" Trump: "I know how he feels, depends on who you are talking about. There are some Republicans frankly that should be ashamed of themselves. I can understand fully how Steve Bannon feels. ... Steve is doing what Steve thinks is the right thing. Some of the people he may be looking at, I'm going to see if we can talk him out of that because frankly, they're great people."

On NBC Nightly News (10/16, lead story, 2:35, Holt), Peter Alexander reported that Trump tried "to present a united front" with McConnell, "who he's repeatedly trashed." McConnell: "Contrary to what some of you may have reported, we're together totally on this agenda to move America forward." The CBS Evening News (10/16, story 3, 2:10, Mason) reported, "The President called reporters into the Rose Garden today to watch him mend a fence." CBS' Major Garrett reported that Trump and McConnell "strolled to the Rose Garden to bury the hatchet." McConnell: "We have the same agenda. We've been friends and acquaintances for a long time." Garrett: "It was a change in tone from just 90 minutes earlier, when Mr. Trump told his Cabinet [that] do-nothing Republicans were to blame for his stalled legislative agenda...in part echoing" Bannon, "who this weekend declared McConnell an enemy of grassroots conservatives."

The New York Times (10/16, Shear, Stolberg) reports that during the "impromptu 45-minute Rose Garden news conference," Trump and McConnell "both put on a display of bonhomie, waving aside reports of a disintegrating relationship that had included the president's repeated use of tweets to publicly disparage Mr. McConnell's legislative leadership." Reuters (10/16) reports that both men "tried to move past the tensions that followed the collapse of the healthcare reform effort on Monday with a show of unity that focused on tax reform and other items on the Republican agenda." The Wall Street Journal (10/16, Stokols) writes that the two effusively praised each other after months of tension, and the New York Post (10/16, Fredericks) reports that Trump and McConnell "made a show of telling the media what great pals they were." Roll Call (10/16, Bennett) headlines its report "Trump, McConnell All Smiles, All The Time."

However, the Washington Post (10/16, Sullivan) reports that "one uncomfortable element of the dynamic between McConnell and Trump continued to loom over the two men": Bannon's "effort to unseat Republican senators loyal to the majority leader in the midterms by backing insurgent primary challengers." McClatchy (10/16, Clark) says that Trump "threw a life raft to the most unpopular Republican in Congress, publicly expressing his support for Mitch McConnell and pledging to ask his

anti-establishment friends to leave the Senate leader and his friends alone."

Breitbart (10/16, Spiering) reports that McConnell said of Bannon's strategy, "You have to nominate people who can actually win because winners make policy and losers go home." He listed "anti-establishment Senate candidates like Christine O'Donnell, Sharron Angle, Todd Akin, and Richard Mourdock" who lost winnable seats due to the perceived extremity of their views. The Washington Times (10/16, Persons) reports that White House Legislative Director Marc Short echoed McConnell in an interview with Fox News, saying, "We know that frustration is there, but in many cases a more productive path would be to partner to help make sure Republicans get the job done. And we think they're going to get the job done in 2018 before they face a midterm election."

Bloomberg News (10/16, Sink) reports that Trump "had launched Twitter attacks on McConnell as recently as August. And, earlier in the day, before a private lunch with McConnell, he said Republicans in Congress aren't getting the job done." The Washington Examiner (10/16, Morrongiello) reports that Trump "dodged a question on Monday about his criticism of McConnell, promising that the GOP leader 'is going to get [healthcare reform] done and get it done long before anyone else,'" and Politico (10/16, Lima) reports that Trump praised Bannon for his efforts.

USA Today (10/16, Jackson, Przybyla) writes that during the "free-form," "rambling" news conference, Trump "hurriedly grazed through a buffet of topics, including hurricane relief in Puerto Rico, condolence calls to the families of dead soldiers, the chances for a tax reform bill, and the alleged obstruction of the Democratic minority in Congress," but said "little" about each. NBC Nightly News (10/16, lead story, 2:35, Holt) reported, "Trump had plenty to share, from his frustration with the Russia investigation, to whether his predecessors reached out to families of the fallen, to his wish to see Hillary Clinton back in the political arena." NBC's Peter Alexander reported that among the other topics Trump addressed was whether he had "called the families of the four soldiers killed in Niger," leading Trump to launch "an unfounded attack at his predecessors," saying incorrectly that they did not make such calls. The Washington Times (10/16, Boyer) and The Hill (10/16, Fabian) also have brief reports on the news conference.

***In Cabinet Meeting, Trump Faults Democrats And "Some Republicans" For Difficulties.*** The New York Times (10/16, Shear) reports that before his meeting with McConnell, Trump convened his Cabinet "in the hopes of kick-starting his stalled domestic policy agenda and complained that Democrats in Congress are obstructing his efforts on tax reform, health care and the confirmation of judicial nominees." Trump said, "The Democrats have terrible policy. They are very good at, really, obstruction." He also "lashed out – without naming them – at 'some Republicans' in the Senate, members he accused of refusing to go along with their party."

***Cochran's Continued Absence Narrows GOP Senate Majority To One.*** The



New York Times (10/16, Fandos) reports that Sen. Thad Cochran's continued absence from Capitol Hill as he recovers from a urological issue at home in Mississippi means that Senate GOP leaders "are down to a single-vote majority, 51, as they barrel toward a crucial late-week vote on a budget blueprint that would allow Congress to overhaul the tax code." Cochran's office did not say when the 79-year-old Appropriations Committee chairman might return.

### **Trump: "Total Termination" Of Iran Deal Possible.**

The AP (10/16, Lee) reports President Trump on Monday "renewed his threat to fully withdraw" the US from the 2015 Iran nuclear deal, "while holding out the possibility that fixes to the accord may prevent an American pullout. Justifying his decision last week to decertify" the accord under US law, Trump said the US "had been taken advantage of in negotiations the Obama Administration conducted and that he was tired of it," which is "why he refused to confirm to Congress that the deal is in America's national security interest." Trump told reporters at the White House, "I feel strongly about what I did. I'm tired of being taken advantage of as a nation. This nation has been taken advantage of for many, many years, for many decades, frankly, and I'm tired of watching it. But the Iran deal was something that I felt had to be done."

Politico (10/16, Nelson) reports Trump said Monday that he is waiting for "phase two" of the deal, "one that will either improve it or prompt him to withdraw the US entirely." Of the latter option, the President said, "some would say that's a greater possibility."

YJ Fischer, who served as the assistant coordinator for Iran nuclear implementation at the State Department during the Obama Administration, writes in USA Today (10/16), "It was my job in the Obama administration to work with Iran and our allies on implementing the nuclear agreement. Based on everything I saw, President Trump is right that now is the time to be seeking new concessions. That's why it's confounding that Trump decided to decertify the 2015 nuclear agreement absent any evidence of Iranian violations, instead of building on a deal that's working and going back to the negotiating table for a broader follow-up agreement."

***EU Reaffirms Support For Deal, Appeals To Congress.*** Reuters (10/16, Emmott, Baczynska) reports that the EU Monday "reaffirmed its support" for the 2015 accord and "urged US lawmakers not to reimpose sanctions on Tehran." EU foreign ministers meeting in Luxembourg said a failure to uphold an international agreement backed by the UN Security Council "could have serious consequences for regional peace, and also undermine efforts to check North Korea's nuclear ambitions." German Foreign Minister Sigmar Gabriel told reporters, "As Europeans together, we are very worried that the decision of the US president could lead us back into military confrontation with Iran."

The Washington Post (10/14, DeYoung) says differences over the Iran deal reveals "a widening chasm of mutual disdain between the United

States and its traditional allies. Trump sees them as self-interested freeloaders who must be reminded of US power. They see him as an erratic force who must be managed as he squanders American leadership."

***Iranian Lawmaker: Iran Should "Follow North Korea" After Trump Decertifies Deal.*** The Washington Free Beacon (10/16, Kredo) reports Alaeddin Boroujerdi, chair of the Iranian parliament's national security and foreign policy commission, "lashed out" at President Trump on Monday, "saying that Iran and other countries will have no choice but to 'follow North Korea' as a result of the decertification effort." Boroujerdi was quoted by state-run media as saying, "The US president showed by his remarks again that the US government is not trustworthy and the US behavior towards the nuclear deal persuades views of countries like North Korea."

***Israeli Ambassador: Trump "Has It Exactly Right."*** Israeli Ambassador to the US Ron Dermer said on MSNBC's Morning Joe (10/16) that President Trump's approach to the Iran nuclear deal is correct. "We believe the President took the right course. If he can fix it, that would be great. If not, he's prepared to walk away. I think the President has it exactly right."

### **North Korean Official Rules Out Diplomacy With US.**

CNN's Situation Room (10/16) reported that a "top" North Korean official "says Kim Jong-un is ruling out any diplomacy with the United States while his regime works on its nuclear and missile programs." The North will wait "until it tests a nuclear bomb above ground and has a ballistic missile capable of reaching the east coast of the US," the official said, adding that further missile tests or an above ground nuclear bomb test could happen "soon."

The AP (10/16) reports that North Korea's Deputy UN Ambassador, Kim In Ryong, also warned Monday that the situation on the Korean Peninsula "has reached the touch-and-go point and a nuclear war may break out any moment." Kim told the UN General Assembly's disarmament committee that North Korea is the only country that has been subjected to "such an extreme and direct nuclear threat" from the US, and argued that his country has the right to possess nuclear weapons in self-defense.

***LA Times Analysis: Unclear Whether North Korean Missiles Can Hit Continental US.*** The Los Angeles Times (10/16, Rañoa, Quintero) reports that although recent missile tests indicate North Korea has made advancements in missile technology, "it's unknown whether its missiles can deliver an atomic weapon to the continental United States." The Times says "missile trajectory and payload make a big difference," and in "most of its longer-range tests, North Korea has flown missiles on near-vertical trajectories with lighter than standard payloads."

***Seib: International Community Slow To Crack Down On North Korea.*** Wall Street Journal (10/16) columnist Gerald F. Seib writes that nations have been slow to exert economic pressure on North Korea. While President Trump has been criticized for his rhetoric on North Korea, Seib says he

deserves credit for leading the economic crackdown on Pyongyang.

***Blumenthal: Trump Should Visit DMZ During Trip To South Korea.*** Sen. Richard Blumenthal was asked on [CNN's Situation Room](#) (10/16) whether Trump should visit US troops along the DMZ when he visits South Korea next month, as Trump said he may do during a press conference on Monday. Blumenthal said Trump should, explaining, "I think that our US troops, which so ably serve and sacrifice for our country, should be visited by the President wherever they are, and no one should be intimidated, least of all the President."

### **White House Economic Advisers Report: Corporate Tax Cuts Would Boost Wages.**

The [New York Times](#) (10/16, Tankersley) reports, "Highlighting a primary argument the administration will make in drafting and selling its tax plan," a report by the White House Council of Economic Advisers argues that Republicans' plan for corporate tax cuts "would increase a typical household's income by \$3,000 to \$7,000 a year." However, other research, including studies by the Treasury Department and Congressional Research Service, "cast doubt on the theory" that businesses would use tax savings to increase workers' wages. The Times adds that the report's "focus underlines how central a corporate tax cut is to the administration's overall plan."

***Economist Supports GOP Tax Plan, Suggests Improvements.*** Edward Lazear, chairman of the President's Council of Economic Advisers from 2006-09, in an op-ed in the [Wall Street Journal](#) (10/16) praises GOP plans for cutting tax rates and allowing immediate expensing of capital investments, arguing that economic growth will cover most of the costs and that it will help the middle class. Lazear argues the plan can be improved by permanently raising the expensing cap for non-C-corp business instead of cutting the pass-through tax rate. Such a move would cost less and concentrate tax cuts on small and midsize businesses while not providing benefits for the very wealthy, who receive much of the pass-through income.

### **EPA To Restrict Settlements With Environmental Groups.**

[The Hill](#) (10/16, Cama) reports the Environmental Protection Agency is vowing "to crack down on settlements with environmental groups that sue the EPA." In a statement EPA Administrator Scott Pruitt said, "The days of regulation through litigation are over. ... We will no longer go behind closed doors and use consent decrees and settlement agreements to resolve lawsuits filed against the agency by special interest groups where doing so would circumvent the regulatory process set forth by Congress." Under the new directive from Pruitt, "the agency will post all lawsuits online, reach out to affected states and industries and seek their input on any potential settlements."

[Reuters](#) (10/16, Gardner) reports Pruitt "sued the agency he now

runs more than a dozen times in his former job as attorney general of oil producing Oklahoma." The EPA "under former President Barack Obama quietly settled lawsuits from environmental groups with little input from regulated entities, such as power plants, and state governments, he argues." [Bloomberg News](#) (10/16, Dlouhy) reports the directive "takes aim at a practice conservatives have long criticized as empowering environmental groups to force federal agencies to issue regulations and commit to timelines for imposing them."

The [Washington Post](#) (10/16, Eilperin) reports that Pruitt "said he was taking action to ensure that consent decrees 'are not used in an abusive fashion to subvert due process' and to exclude the public from weighing in." The Post observes that ending the so-called "sue and settle" practice "has long been a top priority for conservatives and business groups." The [Washington Times](#) (10/16, Wolfgang) reports Pruitt said in a statement, "The days of regulation through litigation are over."

### **Editorial Wrap-Up**

---

#### **New York Times.**

**"Under Mr. Trump, America Surrenders."** The [New York Times](#) (10/16) editorializes that while Americans have "long struggled with the question of whether this country should be more involved in world affairs, or less." Since the end of World War II, "every president has chosen engagement rather than retreat," but President Trump "is now taking a sledgehammer to that system. His argument, if that term can apply to such an inchoate position, is that America for too long has been 'losing,' a situation he has set out to correct with nonnegotiable demands and gratuitous confrontations. He promises both to achieve more and to retrench. He promises to put 'America first' while at the same time condemning it to a secondary role in global deliberations."

#### **Washington Post.**

**"Drug Dealers In Lab Coats."** A [Washington Post](#) (10/16) editorial calls the bill's passage "disgraceful conduct," and argues that Congress "must put teeth back in DEA enforcement. President Trump suggested Monday he will reexamine Mr. Marino's nomination as drug czar. He should withdraw it, and Mr. Marino instead should be held to account for kneecapping the DEA's opioid enforcement effort."

**"Starting From Scratch On The Travel Ban."** The [Washington Post](#) (10/16) editorializes that the Supreme Court last week "dismissed a suit against the second iteration of President Trump's ban on travel, which targeted six majority-Muslim countries," and that ruling "signals a quiet end to a potentially explosive case – for now," but "the legal fight against the travel ban grinds on, with multiple challenges to the newest version of this nonsensical policy working their way through the courts." The Post argues that "the latest version may be less obviously discriminatory against Muslims, but that doesn't mean that limiting travel from a jumble

of countries...will have any benefit to Americans' safety." The Post concludes that "on the third round of this legal battle, the lower courts have a chance to consider the president's policy with cooler heads," but "whether the Trump administration can successfully defend the revised travel ban in court is a separate question from whether the ban is good policy. That much is clear: It isn't."

***"One Fight Ends But Another Flares."*** In an editorial, the Washington Post (10/16) writes that the Iraqi government operation against Kirkuk "threatens to touch off a wider sectarian war" and that much now will depend on whether Iraqi forces, and the Shiite militias under Iranian command, "press their advantage or pause to negotiate." The Post concludes that the seizure of Kirkuk and the potential future conflict are the result of Iraqi leaders and the US-led coalition under both the Obama and Trump Administrations ignoring the problems of ethnic cleavages in the country.

### **Wall Street Journal.**

***"Assault On The Kurds."*** In an editorial, the Wall Street Journal (10/16) writes that Iraqi forces' seizure of Kirkuk from US-allied Kurds – an operation aided by Iranian forces – offers a victory for Iran in northern Iraq. The Journal argues that abandoning the Kurds would damage US credibility and President Trump's ability to enlist allies against Iranian expansion in the Middle East.

***"Austria's Not So Scary Right Turn."*** In an editorial, the Wall Street Journal (10/16) says Sunday's election victory by Sebastian Kurz of the center-right Austrian People's Party (ÖVP) confirms that voters care about results, and an electorate supporting a fringe party, like the far-right Freedom Party which governed from 2000-05, out of frustration won't follow it into an abyss.

***"Liberals Embrace 'Dark Money.'"*** In an editorial, the Wall Street Journal (10/16) says that despite Democratic railing against so-called "dark money" in politics, Fusion GPS cited its First Amendment rights by using the same arguments that have been used to defend dark money. The Journal says the company has no constitutional right to avoid the Russia probe.

### **Big Picture**

---

### **Headlines From Today's Front Pages.**

#### ***Wall Street Journal:***

US Seeks To Stay Neutral In Iraq Conflict

Trump And McConnell Declare They Have A Common Agenda

Nordstrom Family Suspends Effort To Go Private

China's Xi Approaches A New Term With A Souring Taste For Markets

#### ***New York Times:***

Iraqi Forces Sweep Into Kirkuk, Checking Kurdish Independence Drive

[Trump And McConnell Strive For Comity Amid Rising Tensions](#)  
[As US Confronts Internet's Disruptions, China Feels Vindicated](#)  
[Deep In Trump Country, A Big Stake In Healthcare](#)  
[Harvey Weinstein's Fall Opens The Floodgates In Hollywood](#)  
[LIGO Detects Fierce Collision Of Neutron Stars For The First Time](#)  
[Stranded By Maria, Puerto Ricans Get Creative To Survive](#)

***Washington Post:***

[Jesus Keeps A Low Profile At High-Tech Bible Museum](#)  
[Stars Collide, Bringing Forth A New Era Of Astrophysics](#)  
[Baghdad Retakes Oil City Amid Dispute With Kurds](#)  
[Backlash Over Drug Czar Pick](#)  
['Impenetrable'? Mexicans Doubt It.](#)  
[In NAFTA talks, Division Is Growing On The Vine](#)

***Financial Times:***

[Credit Suisse Targeted For Break-Up By Activist Hedge Fund](#)  
[Neutron Star Smash Sets The Universe Quivering](#)  
[IMF Crunches The Numbers For Possible Venezuela Rescue](#)  
[Iraqi Forces Seize Control Of Kirkuk From Kurdish Fighters](#)

***Washington Times:***

[Iraqi Forces Retake Oil-Rich Kirkuk From Kurdish Control After](#)  
[Independence Referendum](#)  
[After Revolt Against Establishment Republicans, Trump Stands By 'Friend'](#)  
[McConnell](#)  
[From Press Leaks To Tweetstorms: Trump Changes Flow Of White House](#)  
[Information](#)  
[Trump Dismantles Obama's 'Imperial' Presidency, Rescinds Dubious Orders](#)  
[Bill Clinton Caught Up In Fallout From Harvey Weinstein Sexual-Assault](#)  
[Scandal](#)  
[Egypt Moves Palestinians Toward Reconciliation, Pressuring Israel On](#)  
[Broader Peace Deal](#)

***Story Lineup From Last Night's Network News:***

**ABC:** White House-Impromptu Press Conference; Louisiana-Oil Rig Explosion; California Wildfires; New York City Bombing Trial; Kidnapped US Soldier Trial; Somalia Bombing; Weinstein Sexual Harassment Scandal; Kaepernick NFL Accusation; Hurricane Ophelia; Air Asia Flight Malfunction; Missouri-Escaped Inmates; New York City Traffic Accident; Missing Couple Bodies Found; Neutron Stars Collision; Soldier's Family.

**CBS:** Opioid Epidemic-White House; Opioid Epidemic-Congress; White House-Impromptu Press Conference; California Wildfires; Kidnapped US Soldier Trial; Syria-Raqqa Assault; Somalia Bombing; Las Vegas Shooting-Gun Control; Air Asia Flight Malfunction; Hurricane Ophelia; Kaepernick NFL Accusation; Sexual Harassment Victims.

**NBC:** White House-Impromptu Press Conference; Opioid Epidemic-White

House; Kidnapped US Soldier Trial; Louisiana-Oil Rig Explosion; California Wildfires; Kaepernick NFL Accusation; Weinstein Sexual Harassment Scandal; Health Insurance Tips; Air Asia Flight Malfunction; New York City Bombing Trial; Hurricane Ophelia; Neutron Stars Collision; Disabled Child-Prosthetic.

***Network TV At A Glance:***

White House-Impromptu Press Conference – 9 minutes, 35 seconds  
 Opioid Epidemic – 8 minutes, 5 seconds  
 California Wildfires – 6 minutes, 40 seconds  
 Kidnapped US Soldier Trial – 4 minutes, 40 seconds  
 Kaepernick NFL Accusation – 3 minutes, 25 seconds

***Story Lineup From This Morning's Radio News Broadcasts:***

**ABC:** White House-Private Email Scandal; White House-Impromptu Press Conference; Louisiana-Oil Rig Explosion; Mercedes Benz Recall; Wall Street News.

**CBS:** White House-Impromptu Press Conference; Sen. McCain-Liberty Medal; California Wildfires; Weinstein Sexual Harassment Scandal; Kidnapped US Soldier Trial.

**FOX:** California Wildfires; Louisiana-Oil Rig Explosion; Sen. McCain-Liberty Medal.

**NPR:** California Wildfires; White House-Impromptu Press Conference; Kidnapped US Soldier Trial; Louisiana-Oil Rig Explosion.

**Washington Schedule**

---

**Today's Events In Washington.**

**White House:**

PRESIDENT TRUMP — Meets with Secretary of Defense James Mattis; meets with Prime Minister Alexis Tsipras of Greece; participates in a Diwali ceremonial lighting of the Diya; gives remarks to the Heritage Foundation's President's Club Meeting.

VICE PRESIDENT PENCE — participates in a political reception in Buffalo, NY.

**US Senate:** 9:30 AM Interior, Environment, and Related Agencies Subcommittee markup hearing on Fiscal Year 2018 appropriations bill  
 Location: Dirksen Senate Office Building, Rm 124, Washington, DC  
<http://appropriations.senate.gov/> <https://twitter.com/SenateApprops>

10:00 AM Senate HELP Committee latest hearing on the cost of prescription drugs – Hearing on 'The Cost of Prescription Drugs: How the Drug Delivery System Affects What Patients Pay, Part II', with testimony from Pharmaceutical Research and Manufacturers of America Executive Vice President for Policy, Research & Membership Lori Reilly; Association for Accessible Medicines President and CEO Chip Davis Jr.; Healthcare Distribution Alliance Senior Vice President for Government Affairs and General Counsel Elizabeth Gallenagh; Pharmaceutical Care Management

Association President and CEO Mark Merritt; and American Pharmacists Association Executive Director and CEO Thomas Menighan Location: Rm 430, Dirksen Senate Office Bldg, Washington, DC <http://help.senate.gov/>

10:00 AM Senate Judiciary Committee nominations hearing – Nominations hearing considers Gregory Katsas to be U.S. Circuit Judge for the District of Columbia Circuit; Jeffrey Uhlman Beaverstock to be U.S. District Judge for the Southern District of Alabama; Emily Coody Marks and Brett Joseph Talley to be U.S. District Judges for the Middle District of Alabama; and Holly Lou Teeter to be U.S. District Judge for the District of Kansas Location: Dirksen Senate Office Building, Rm 226, Washington, DC <http://judiciary.senate.gov/>

10:00 AM Senate Banking Committee hearing on consumer credit data security – Hearing on 'Consumer Data Security and the Credit Bureaus', with testimony from Covington & Burling partner Andrew Smith (on behalf of Consumer Data Industry Association); Electronic Privacy Information Center President Marc Rotenberg; and Congressional Research Service Analyst in Cybersecurity Policy Chris Jaikaran Location: Rm 538, Dirksen Senate Office Bldg, Washington, DC <http://banking.senate.gov/>

11:15 AM Senate Dems speak on removing Arctic National Wildlife Refuge drilling from GOP budget legislation – Democratic Sens. Ed Markey, Michael Bennet, Al Franken, and Jeff Merkley call for the removal of any language in the Fiscal Year 2018 Republican budget resolution that would allow for drilling in the Arctic National Wildlife Refuge, via press conference with environmental, wildlife, and natural resources organizations including the League of Conservation Voters (LCV), Alaska Wilderness League, and Gwich'in Tribal Council Location: U.S. Capitol, Senate Swamp, Washington, DC [www.markey.senate.gov](http://www.markey.senate.gov) <https://twitter.com/MarkeyMemo>

2:30 PM Nominations hearing considers Christopher Sharpley to be CIA Inspector General Location: Hart Senate Office Building, Rm 216, Washington, DC <http://intelligence.senate.gov>

3:00 PM Homeland Security Subcommittee markup hearing on Fiscal Year 2018 appropriations bill Location: Dirksen Senate Office Building, Rm 138, Washington, DC <http://appropriations.senate.gov/> <https://twitter.com/SenateApprops>

**US House:** 10:00 AM Tom Lantos Human Rights Commission briefing on Qatar – Tom Lantos Human Rights Commission briefing on 'Human Rights in Qatar', with a panel of Project on Middle East Democracy Advocacy Officer Todd Ruffner, Human Rights Watch Middle East and North Africa Division Executive Director Sarah Leah Whitson, and Amnesty International USA Advocacy Director for Middle East and North Africa Raed Jarrar discussing the regional context, reviewing ongoing human rights concerns, examining the human rights impact of the measures imposed by the Gulf Cooperation Council, and offering recommendations for the U.S. Govt Location: Rayburn House Office Building, Rm 2456, Washington, DC <http://tlhrc.house.gov/> <https://twitter.com/TLHRCCommission>

12:30 PM Dem Rep. Jamie Raskin at 'Teach-In' Against Hate Crimes –



'Teach-In' Against Hate Crimes, presented by the Greater Washington Muslim-Jewish Forum and Interfaith Action For Human Rights, with Democratic Rep. Jamie Raskin, rabbis, imams, interfaith leaders, and organizations focused on fighting bigotry convening to 'discuss the growing peril hate crimes pose to Muslims, Jews, and Americans of diverse backgrounds' and 'call on the leadership of the House of Representatives to pass bipartisan hate crimes legislation introduced months ago and shamefully allowed to languish' \* Part of the 4th Annual Spread Hummus Not Hate daylong bus tour Location: Rayburn House Office Building, Rm 2168, Washington, DC [www.facebook.com/gwmjff/](http://www.facebook.com/gwmjff/)

On recess until 23 October.

**Other:** 9:00 AM European Commission VP Katainen speaks on multilateral trade at the Atlantic Council – European Commission Vice-President for Jobs, Growth, Industry and Competitiveness Jyrki Katainen speaks at the Atlantic Council on 'Why Multilateral Trade Matters' Location: Atlantic Council, 1030 15th St NW, Washington, DC <http://www.atlanticcouncil.org/> <https://twitter.com/AtlanticCouncil>

9:30 AM Italian Army chief of staff lays wreath at the Tomb of the Unknown Soldier – Italian Army Chief of Staff Lt. Gen. Danilo Errico participates in Army Full Honor Arrival ceremony at Joint Base Myer-Henderson Hall, hosted by U.S. Army Chief of Staff Gen. Mark Milley (9:30 AM EDT) and lays a wreath at the Tomb of the Unknown Soldier at Arlington National Cemetery, hosted by Joint Force Headquarters-National Capital Region and the U.S. Army Military District of Washington Commanding General Maj. Gen. Michael Howard, Arlington, VA (10:00 AM EDT) Location: TBD <http://mdwhome.mdw.army.mil/> [https://twitter.com/MDW\\_USARMY](https://twitter.com/MDW_USARMY)

12:30 PM GW discussion on 'Latest developments in the war in Ukraine and the Minsk process' – 'Latest developments in the war in Ukraine and the Minsk process' George Washington University Elliott School of International Affairs discussion on current developments in the Russia-Ukraine conflict and future prospects for a diplomatic resolution. Speakers include Ukrainian Ambassador to the U.S. Amb. Valeriy Chaly, Estonian Ministry of Foreign Affairs Political Director Paul Teesalu, Deputy Head of the European Union Delegation in the U.S. Caroline Vicini, and former U.S. Ambassador to Ukraine Amb. John Herbst Location: Cloyd Heck Marvin Center, 800 21st St, NW, Washington, DC [elliott.gwu.edu](http://elliott.gwu.edu) <https://twitter.com/elliottschoolgw>

World Trade Credit and Risk Summit – World Trade Credit and Risk Summit, with speakers including former Treasurer of Australia Joe Hockey, Embassy of Canada Minister-Counsellor Colin Bird, Washington International Trade Association Executive Director Ken Levinson, American Security Project CEO Stephen Cheny, Bretton Woods II initiative at New America Director Tomicah Tilleman, RAND Corp Center for Global Risk & Security Director Andrew Parailiti, CSIS Director Scott Kennedy, U.S. Chamber of Commerce Center for Global Regulatory Cooperation Senior

Manager Kara Sutton, and Brookings Institution Senior Fellow Scott Melzer  
Location: Ronald Reagan Building and ITC, 1300 Pennsylvania Ave NW,  
Washington, DC [tradecreditrisksummit.com](http://tradecreditrisksummit.com)

## **Last Laughs**

---

### **Late Night Political Humor.**

**Trevor Noah:** "According to the President, Chicago is basically Syria but with different pizza."

**Trevor Noah:** "Does Chicago have the most murders? Yes, but it's also the third-biggest city. If you want the talk about cities that are the most dangerous, you have to look at murders per capita, the amount of violent crime relative to the size of the city. Think of it this way: Would you rather be in a big city with five Pennywise the Clowns, or in an Uber Pool with just one?"

**Trevor Noah:** "It's weird because there are other cities with higher murder rates. You know, like St. Louis, Baltimore, Cleveland. People aren't like, 'Don't go to Cleveland.' Well, they do, but not because of murder."

**Trevor Noah:** "Oh, now I get it. When there's shootings, Obama's from Chicago. All the other times, he's from Kenya. Now it makes sense."

**Copyright 2017 by Bulletin Intelligence LLC** Reproduction or redistribution without permission prohibited. Content is drawn from thousands of newspapers, national magazines, national and local television programs, radio broadcasts, social-media platforms and additional forms of open-source data. Sources for Bulletin Intelligence audience-size estimates include Scarborough, GfK MRI, comScore, Nielsen, and the Audit Bureau of Circulation. Data from and access to third party social media platforms, including but not limited to Facebook, Twitter, Instagram and others, is subject to the respective platform's terms of use. Services that include Factiva content are governed by Factiva's [terms of use](#). Services including embedded Tweets are also subject to [Twitter for Website's information and privacy policies](#). The Department of the Interior News Briefing is published five days a week by Bulletin Intelligence, which creates custom briefings for government and corporate leaders. We can be found on the Web at [BulletinIntelligence.com](http://BulletinIntelligence.com), or called at (703) 483-6100.

**To:** Pletcher, Mary[mary\_pletcher@ios.doi.gov]  
**Cc:** Michelle Oxyer[michelle\_oxyer@ios.doi.gov]  
**From:** Mack, Jonathan  
**Sent:** 2017-02-07T13:19:48-05:00  
**Importance:** Normal  
**Subject:** Draft Proposal  
**Received:** 2017-02-07T13:19:55-05:00  
[1Political Staff Human Resources Support \(1\) \(1\).docx](#)

Please see attached.

Thanks!

Jonathan Mack  
Director, Executive Resources Division  
Office of Human Resources  
Department of the Interior  
Phone: 202-208-5590  
Fax: 202-208-5285

**Department of the Interior**  
**Political Staff Human Resources Support**

*Roles and Responsibilities*

The Executive Resources Division will serve as the primary advisor to the White House Liaison and senior Departmental leadership for all political appointments and related actions (such as internal reassignments, promotion, transfers), as well as the primary advisor on human resources related matters and policies (for example, employee relations matters, leave/comp time/overtime questions, etc). The Executive Resources Division will serve as advisors to the Servicing Human Resources Offices on all operational matters affecting the political staff and associated human resources actions.

The Servicing Human Resources Offices will be responsible for processing personnel actions in FPPS and onboarding new political staff, including working with the servicing personnel security office to initiate appropriate background investigations, fingerprints and drug testing, ensuring appointee completes appropriate pre-onboarding paperwork (for example, FISSA training, OF-306, etc), and conducting the employee orientation on the appointee's first day. The Servicing Human Resources Office will provide ongoing advice and support to political staff on any operational human resources matter, such as benefits, leave and earnings statements, leave balances, etc.

*Process for New Appointments and Internal Movement of Political Staff*

At the direction of the White House Liaison, the Executive Resources Division will prepare appropriate documentation to support the requested action. This includes the Qualifications Memorandum, the position description (including the OF-8 and position sensitivity designation form), and OPM forms 1019 and 1652, which document requests for action and approval. The Executive Resources Division will also prepare any additional documentation required to support superior qualification appointment requests. The Executive Resources Division will be responsible for obtaining all required signatures for all actions. The Executive Resources Division will submit the 1019/1652 to OPM.

When approved by the White House Liaison, the Executive Resources Division will contact the Servicing Human Resources Office to initiate the onboarding process and will provide the information necessary to initiate the onboarding process, including personally identifiable information and expected entrance on duty date. The Executive Resources Division will provide all signed and approved documentation to the Servicing Human Resources Office. The Servicing Human Resources Office will keep the Executive Resources Division abreast of the status of clearance from the servicing personnel security office.

The Servicing Human Resources Office will provide expeditious support for all political actions. All efforts will be made to onboard political appointees at the beginning of the pay period, however, there will be occasions where this is not possible (such as during a Presidential transition, the appointment of a Presidential Appointee, etc). Servicing Human Resources Offices will be expected to onboard political appointees on the requested date at any time during the pay period as long as all appropriate approvals have been obtained.

**To:** mary\_pletcher@ios.doi.gov[mary\_pletcher@ios.doi.gov]  
**From:** Global Government Forum  
**Sent:** 2017-10-16T09:29:31-04:00  
**Importance:** Normal  
**Subject:** Australian panel to develop new whistle-blower protections | Preventing cyber crime is central to GCHQ's mission, says chief  
**Received:** 2017-10-16T09:30:05-04:00

The Australian government has set up a panel of experts to advise it on the shape of new legislation to protect whistle-blowers across both sectors.

*Global Government Forum* Email News Notification

Impartial government news, analysis and best practice from around the world.

Have you been forwarded this email? [Sign up here](#) to receive the latest news straight to your inbox

[View this email in your browser](#)

## Australian panel to develop new whistle-blower protections

The Australian government has set up a panel of experts to advise it on the shape of new legislation to protect whistle-blowers across the public and private sectors.

[Read the full story](#)

**Preventing cyber crime is central to GCHQ's mission, says chief**

## Download the Women Leaders Index

The full data has been published in an online tool that allows easy comparisons over time and between countries:

[www.womenleadersindex.com](http://www.womenleadersindex.com)

**Women's Leaders Index report with [Full findings, interviews, case studies and analysis can be found in the Women Leaders Index report 2016-17](#)**

The head of the UK's spy agency GCHQ has said that protecting Britain from cyber crime must be as central to its mission as defending the country from terrorism.

[Read the full story](#)

### **Climate change expert resigns from US government after blowing whistle**

A senior civil servant who criticised the Trump administration for reassigning him from his post dealing with climate change adaptation has resigned from the service.

[Read the full story](#)

### **Gina Miller, businesswoman and campaigner: Exclusive Interview**

When Gina Miller forced the UK government to consult Parliament before triggering the process of leaving the EU, she became a hate figure for hardline Brexiteers. Global Government Forum's Matt Ross learns what drove her campaign to

### **How does a city turn bankruptcy into renewal?**

Repairing the city's finances hasn't been easy. Many difficult and painful decisions had to be made. But, as Detroit has shown, putting the interests of citizens at the heart of decision-making can enable policymakers to address the most difficult challenges in government and win the confidence of the people.

[Watch the video to find out how Detroit has done it](#)

*Partner content*

### **Corruption: Multinationals in developing countries – who's accountable?**

Evidence shows corruption can actually increase in some developing countries after deregulation. Dr Pallavi Roy, Convenor of MA Globalisation and Multinational Corporations at SOAS University of London, sets the scene for multinationals operating in developing countries.

[Read the full story](#)

put Parliament in the driving seat, and discovers that she isn't done yet

[Read the full interview](#)

### **Regulators were told not to criticise the UK government, says agency chair**

Regulatory bodies in England have been told not to publicly criticise the government and instead to raise concerns privately with ministers, the chair of the Environment Agency (EA) has said.

[Read the full story](#)

### **US health secretary resigns amid storm over use of private jets**

Tom Price stepped down as the US federal government's health and human services secretary last Friday, amid growing controversy over his use of private and military jets for travel around the US and overseas.

[Read the full story](#)

*Partner content*

### **What the reaction to Trump's announcement on the Paris Agreement tells us about climate change governance**

America leads and the world follows? Not so much under Trump – at least when it comes to climate change. Dr Feja Lesniewska, MSc Global Energy and Climate Policy at SOAS University of London, looks at how the US's decision to back out of the Paris Agreement may have bolstered the world's response but will regardless leave a legacy of lost lives and lost lands.

[Read the full story](#)

*Partner content*

### **Are you tracking how public money is spent, as well as how much?**

Governments around the world are dealing with common issues that pose long-term risks to their financial sustainability – aging populations, raised expectations of government services, increasing cost pressures

## **Britain's UN ambassador to lead international development department**

Matthew Rycroft, the UK's ambassador to the United Nations, has been appointed as permanent secretary at Britain's foreign aid ministry, the Department for International Development (DfID).

[Read the full story](#)

## **Populist holds trump card in NZ coalition talks**

New Zealanders are set to wait at least two weeks to find out who will form their next government, after Saturday's general election delivered a hung parliament.

[Read the full story](#)

and revenue risks driven by lower economic growth. These budgetary pressures, along with rising levels of public debt, are expected to continue and could worsen in advanced and emerging economies.

[Read and download the full story](#)

*Partner content*



## UK government tables deeper redundancy payment cuts after court defeat

The British government has proposed bigger cuts in redundancy payments for civil servants, after the High Court quashed changes that it made last year.

[Read the full story](#)

Stay up to date with the latest government news by following us on twitter: @globegov

*Copyright © 2017 Pendragon International Media Ltd, All rights reserved.*

You have received this email because you are on the Global Government Forum list as a senior government official.

**Our mailing address is:**

Pendragon International Media Ltd  
Unit 280 Baldwins Lane  
Croxley Green  
Rickmansworth, Hertfordshire WD3 3LD  
United Kingdom

[Add us to your address book](#)

[unsubscribe from this list](#) [update subscription preferences](#)

.



**To:** Keable, Edward[edward.keable@sol.doi.gov]  
**Cc:** Laura Rigas[laura\_rigas@ios.doi.gov]; Swift, Heather[heather\_swift@ios.doi.gov]; Jorjani, Daniel[daniel.jorjani@sol.doi.gov]  
**From:** Russell Newell  
**Sent:** 2017-10-13T11:26:42-04:00  
**Importance:** Normal  
**Subject:** Re: Washington Post Rant  
**Received:** 2017-10-13T11:26:50-04:00

Thank you Ed. Your insights are incredibly valuable, and I share your frustration with recent media coverage. Thank you for sharing your thoughts.

Sent from my iPhone

On Oct 13, 2017, at 11:04 AM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Laura, Heather, Russ,

Sorry for this rant against the Washington Post but I feel the need to vent and I figure you may find this particular rant helpful (or not).

It has become increasingly difficult for me to read the *Washington Post* over breakfast as it has become more openly hostile to the Department. This morning's commentary on the Secretary and Deputy Secretary's flags is just the latest example of that hostility. [If it weren't for the sports section and the comics (style section comics, not editorial comics) and the need to read what headquarters employees are reading, I would cancel my subscription.]

You may determine that there is no point to respond to today's commentary. Nevertheless, this commentary and recent "news" stories and editorials about the Secretary's travel, SES reassignments, the Secretary's comment about loyalty and other issues are being read by many headquarters employees and some employees in the field. Even absent a direct response to any of these articles, it may be prudent for the leadership to think through an employee engagement strategy.

For example, I took the opportunity last week at an employee open forum in SOL to talk about the Secretary's 30% comment. As I did with Heather and Russ a couple of weeks ago, I explained to the SOL employees the context of the Secretary's 30% comment: the flag represents the command and not the President of even the US flag and, therefore, he was commenting on normal bureaucratic resistance to organizational and policy change rather than questioning employee loyalty as so many employees assumed he was doing. I talked about the battleship metaphor, I explained the reference to the flag to command in a military context, and I cited my own experience taking over an organization within SOL and implementing change which was consistent with the Secretary's comment.

Employees understood what I told them and they were universally surprised and grateful that I took the time to address the Secretary's 30% comment as it was weighing on their minds. They also found my defense of the Secretary to be persuasive (or at least they have told me so).

However, they have also told me 1) the Secretary should be mindful that most employees do not have the military backgrounds he and I have so his public communications - especially with and about employees - would benefit from less military color and 2) they would prefer to hear from him about his comment than from me.

As for today's *Post* commentary, it seems to me that the Secretary's and the Deputy Secretary's flags are not a militarization of the Department of the Interior as the commentary suggested. Rather, like the SES reassignments, they are tools in the effort to change the culture of the Department.

Interior is a fiercely decentralized organization in which the bureaus and offices have had a good deal of autonomy and a corresponding lack of accountability. It appears that the Secretary and his leadership team have come to the legitimate policy conclusion that the management of the Department would benefit from a stronger chain of command. The flags represent that stronger chain of command.

I think there is an opportunity to talk about this broader management strategy - if I have it right - within the Department and maybe more publicly. This also could be an opportunity to shift the negative narrative in the popular press (although that may be wishful thinking).

I would be happy to talk to you about these ideas if you would find that at all helpful. In fact, I think you should think about convening a focus group of career executives who might help to think through a communications strategy around these ideas.

Thanks for giving me the opportunity to rant. Feel free to ignore any or all of these thoughts. i just felt compelled to share them.

Ed

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** Laura Rigas[laura\_rigas@ios.doi.gov]; Swift, Heather[heather\_swift@ios.doi.gov]; Russell Newell[russell\_newell@ios.doi.gov]  
**Cc:** Jorjani, Daniel[daniel.jorjani@sol.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-13T11:04:29-04:00  
**Importance:** Normal  
**Subject:** Washington Post Rant  
**Received:** 2017-10-13T11:05:00-04:00

Laura, Heather, Russ,

Sorry for this rant against the Washington Post but I feel the need to vent and I figure you may find this particular rant helpful (or not).

It has become increasingly difficult for me to read the *Washington Post* over breakfast as it has become more openly hostile to the Department. This morning's commentary on the Secretary and Deputy Secretary's flags is just the latest example of that hostility. [If it weren't for the sports section and the comics (style section comics, not editorial comics) and the need to read what headquarters employees are reading, I would cancel my subscription.]

You may determine that there is no point to respond to today's commentary. Nevertheless, this commentary and recent "news" stories and editorials about the Secretary's travel, SES reassignments, the Secretary's comment about loyalty and other issues are being read by many headquarters employees and some employees in the field. Even absent a direct response to any of these articles, it may be prudent for the leadership to think through an employee engagement strategy.

For example, I took the opportunity last week at an employee open forum in SOL to talk about the Secretary's 30% comment. As I did with Heather and Russ a couple of weeks ago, I explained to the SOL employees the context of the Secretary's 30% comment: the flag represents the command and not the President of even the US flag and, therefore, he was commenting on normal bureaucratic resistance to organizational and policy change rather than questioning employee loyalty as so many employees assumed he was doing. I talked about the battleship metaphor, I explained the reference to the flag to command in a military context, and I cited my own experience taking over an organization within SOL and implementing change which was consistent with the Secretary's comment.

Employees understood what I told them and they were universally surprised and grateful that I took the time to address the Secretary's 30% comment as it was weighing on their minds. They also found my defense of the Secretary to be persuasive (or at least they have told me so).

However, they have also told me 1) the Secretary should be mindful that most employees do not have the military backgrounds he and I have so his public communications - especially with and about employees - would benefit from less military color and 2) they would prefer to hear from him about his comment than from me.

As for today's *Post* commentary, it seems to me that the Secretary's and the Deputy Secretary's flags are not a militarization of the Department of the Interior as the commentary suggested. Rather, like the SES reassignments, they are tools in the effort to change the culture of the Department.

Interior is a fiercely decentralized organization in which the bureaus and offices have had a good deal of autonomy and a corresponding lack of accountability. It appears that the Secretary and his leadership team have come to the legitimate policy conclusion that the management of the Department would benefit from a stronger chain of command. The flags represent that stronger chain of command.

I think there is an opportunity to talk about this broader management strategy - if I have it right - within the Department and maybe more publicly. This also could be an opportunity to shift the negative narrative in the popular press (although that may be wishful thinking).

I would be happy to talk to you about these ideas if you would find that at all helpful. In fact, I think you should think about convening a focus group of career executives who might help to think through a communications strategy around these ideas.

Thanks for giving me the opportunity to rant. Feel free to ignore any or all of these thoughts. I just felt compelled to share them.

Ed

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** mary\_pletcher@ios.doi.gov[mary\_pletcher@ios.doi.gov]  
**From:** Global Government Forum  
**Sent:** 2017-10-13T09:04:39-04:00  
**Importance:** Normal  
**Subject:** Preventing cyber crime is central to GCHQ's mission, says chief | Climate change expert resigns from US government after blowing whistle  
**Received:** 2017-10-13T09:05:00-04:00

The head of the UK's spy agency GCHQ says that protecting Britain from cyber crime must be as central to its mission as defending against terrorism.

[Global Government Forum](#) Email News Notification

Impartial government news, analysis and best practice from around the world.

Have you been forwarded this email? [Sign up here](#) to receive the latest news straight to your inbox

[View this email in your browser](#)

## Preventing cyber crime is central to GCHQ's mission, says chief

The head of the UK's spy agency GCHQ has said that protecting Britain from cyber crime must be as central to its mission as defending the country from terrorism.

[Read the full story](#)

**Climate change expert resigns from US government after blowing whistle**

## Download the Women Leaders Index

The full data has been published in an online tool that allows easy comparisons over time and between countries:

[www.womenleadersindex.com](http://www.womenleadersindex.com)

**Women's Leaders Index report with [Full findings, interviews, case studies and analysis can be found in the Women Leaders Index report 2016-17](#)**

A senior civil servant who criticised the Trump administration for reassigning him from his post dealing with climate change adaptation has resigned from the service.

[Read the full story](#)

### **Gina Miller, businesswoman and campaigner: Exclusive Interview**

When Gina Miller forced the UK government to consult Parliament before triggering the process of leaving the EU, she became a hate figure for hardline Brexiteers. Global Government Forum's Matt Ross learns what drove her campaign to put Parliament in the driving seat, and discovers that she isn't done yet

[Read the full interview](#)

### **Regulators were told not to criticise the UK government, says agency chair**

Regulatory bodies in England have been told not to publicly criticise the government and instead

### **How does a city turn bankruptcy into renewal?**

Repairing the city's finances hasn't been easy. Many difficult and painful decisions had to be made. But, as Detroit has shown, putting the interests of citizens at the heart of decision-making can enable policymakers to address the most difficult challenges in government and win the confidence of the people.

[Watch the video to find out how Detroit has done it](#)

*Partner content*

### **Corruption: Multinationals in developing countries – who's accountable?**

Evidence shows corruption can actually increase in some developing countries after deregulation. Dr Pallavi Roy, Convenor of MA Globalisation and Multinational Corporations at SOAS University of London, sets the scene for multinationals operating in developing countries.

[Read the full story](#)



to raise concerns privately with ministers, the chair of the Environment Agency (EA) has said.

[Read the full story](#)

### **US health secretary resigns amid storm over use of private jets**

Tom Price stepped down as the US federal government's health and human services secretary last Friday, amid growing controversy over his use of private and military jets for travel around the US and overseas.

[Read the full story](#)

### **Britain's UN ambassador to lead international development department**

Matthew Rycroft, the UK's ambassador to the United Nations, has been appointed as permanent secretary at Britain's foreign aid ministry, the Department for International Development (DfID).

*Partner content*

### **What the reaction to Trump's announcement on the Paris Agreement tells us about climate change governance**

America leads and the world follows? Not so much under Trump – at least when it comes to climate change. Dr Feja Lesniewska, MSc Global Energy and Climate Policy at SOAS University of London, looks at how the US's decision to back out of the Paris Agreement may have bolstered the world's response but will regardless leave a legacy of lost lives and lost lands.

[Read the full story](#)

*Partner content*

### **Are you tracking how public money is spent, as well as how much?**

Governments around the world are dealing with common issues that pose long-term risks to their financial sustainability – aging populations, raised expectations of government services, increasing cost pressures

[Read the full story](#)

## **Populist holds trump card in NZ coalition talks**

New Zealanders are set to wait at least two weeks to find out who will form their next government, after Saturday's general election delivered a hung parliament.

[Read the full story](#)

## **UK government tables deeper redundancy payment cuts after court defeat**

The British government has proposed bigger cuts in redundancy payments for civil servants, after the High Court quashed changes that it made last year.

[Read the full story](#)

and revenue risks driven by lower economic growth. These budgetary pressures, along with rising levels of public debt, are expected to continue and could worsen in advanced and emerging economies.

[Read and download the full story](#)

*Partner content*

Stay up to date with the latest government news by following us on twitter: @globegov

*Copyright © 2017 Pendragon International Media Ltd, All rights reserved.*

You have received this email because you are on the Global Government Forum list as a senior government official.

**Our mailing address is:**

Pendragon International Media Ltd  
Unit 280 Baldwins Lane  
Croxley Green  
Rickmansworth, Hertfordshire WD3 3LD  
United Kingdom

[Add us to your address book](#)

[unsubscribe from this list](#) [update subscription preferences](#)

**To:** Richardson, Karen[karen.richardson@sol.doi.gov]  
**Cc:** Daniel Jorjani[daniel.jorjani@sol.doi.gov]  
**From:** Keable, Edward  
**Sent:** 2017-10-12T14:25:31-04:00  
**Importance:** Normal  
**Subject:** Re: RZ Speech - Oct. 13  
**Received:** 2017-10-12T14:26:49-04:00

By the way, I am less concerned with the earlier paragraph that reads:

(b)(5)

Ed

On Thu, Oct 12, 2017 at 2:19 PM, Keable, Edward <[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)> wrote:

Sorry for the delay.

(b)(5)

Ed

On Thu, Oct 12, 2017 at 2:06 PM, Richardson, Karen <[karen.richardson@sol.doi.gov](mailto:karen.richardson@sol.doi.gov)> wrote:

Dan,

(b)(5)

Hope this helps.

Karen

On Thu, Oct 12, 2017 at 11:31 AM, Daniel Jorjani <[daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)> wrote:

(b)(5)

--

Karen K. Richardson  
Director, Employment and Labor Law Unit  
(202) 208-5708 (work)  
(202) 480-6981 (cell)

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

--

Edward T. Keable  
Deputy Solicitor-General Law  
Office of the Solicitor  
U.S. Department of the Interior  
Phone: 202-208-4423  
Fax: 202-208-5584  
[edward.keable@sol.doi.gov](mailto:edward.keable@sol.doi.gov)

*This e-mail (including attachments) is intended for the use of the individual or entity to which it is addressed. It may contain information that is privileged, confidential, or otherwise protected by applicable law. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, copying or use of this e-mail or its contents is strictly prohibited. If you receive this e-mail in error, please notify the sender immediately and destroy all copies. Thank you.*

**To:** mary\_pletcher@ios.doi.gov[mary\_pletcher@ios.doi.gov]  
**From:** Global Government Forum  
**Sent:** 2017-10-11T09:09:26-04:00  
**Importance:** Normal  
**Subject:** Climate change expert resigns from US government after blowing whistle | Gina Miller, businesswoman and campaigner: Exclusive Interview  
**Received:** 2017-10-11T09:10:13-04:00

A senior civil servant who criticised the Trump administration for reassigning him from his post dealing with climate change adaptation has resigned.

[Global Government Forum](#) Email News Notification

Impartial government news, analysis and best practice from around the world.

Have you been forwarded this email? [Sign up here](#) to receive the latest news straight to your inbox

[View this email in your browser](#)

## Climate change expert resigns from US government after blowing whistle

A senior civil servant who criticised the Trump administration for reassigning him from his post dealing with climate change adaptation has resigned from the service.

[Read the full story](#)

**Gina Miller, businesswoman and campaigner: Exclusive Interview**

## Download the Women Leaders Index

The full data has been published in an online tool that allows easy comparisons over time and between countries:

[www.womenleadersindex.com](http://www.womenleadersindex.com)

**Women's Leaders Index report with [Full findings, interviews, case studies and analysis can be found in the Women Leaders Index report 2016-17](#)**

When Gina Miller forced the UK government to consult Parliament before triggering the process of leaving the EU, she became a hate figure for hardline Brexiteers. Global Government Forum's Matt Ross learns what drove her campaign to put Parliament in the driving seat, and discovers that she isn't done yet

[Read the full interview](#)

### **Regulators were told not to criticise the UK government, says agency chair**

Regulatory bodies in England have been told not to publicly criticise the government and instead to raise concerns privately with ministers, the chair of the Environment Agency (EA) has said.

[Read the full story](#)

### **US health secretary resigns amid storm over use of private jets**

Tom Price stepped down as the US federal government's health and human services

### **How does a city turn bankruptcy into renewal?**

Repairing the city's finances hasn't been easy. Many difficult and painful decisions had to be made. But, as Detroit has shown, putting the interests of citizens at the heart of decision-making can enable policymakers to address the most difficult challenges in government and win the confidence of the people.

[Watch the video to find out how Detroit has done it](#)

*Partner content*

### **Corruption: Multinationals in developing countries – who's accountable?**

Evidence shows corruption can actually increase in some developing countries after deregulation. Dr Pallavi Roy, Convenor of MA Globalisation and Multinational Corporations at SOAS University of London, sets the scene for multinationals operating in developing countries.

[Read the full story](#)



secretary last Friday, amid growing controversy over his use of private and military jets for travel around the US and overseas.

[Read the full story](#)

### **Britain's UN ambassador to lead international development department**

Matthew Rycroft, the UK's ambassador to the United Nations, has been appointed as permanent secretary at Britain's foreign aid ministry, the Department for International Development (DfID).

[Read the full story](#)

### **Populist holds trump card in NZ coalition talks**

New Zealanders are set to wait at least two weeks to find out who will form their next government, after Saturday's general election delivered a hung parliament.

*Partner content*

### **What the reaction to Trump's announcement on the Paris Agreement tells us about climate change governance**

America leads and the world follows? Not so much under Trump – at least when it comes to climate change. Dr Feja Lesniewska, MSc Global Energy and Climate Policy at SOAS University of London, looks at how the US's decision to back out of the Paris Agreement may have bolstered the world's response but will regardless leave a legacy of lost lives and lost lands.

[Read the full story](#)

*Partner content*

### **Are you tracking how public money is spent, as well as how much?**

Governments around the world are dealing with common issues that pose long-term risks to their financial sustainability – aging populations, raised expectations of government services, increasing cost pressures

[Read the full story](#)

## **UK government tables deeper redundancy payment cuts after court defeat**

The British government has proposed bigger cuts in redundancy payments for civil servants, after the High Court quashed changes that it made last year.

[Read the full story](#)

## **Janice Charette, Canadian High Commissioner to the UK: Exclusive Interview**

Former Canadian civil service chief Janice Charette now represents her country at the Court of St James, serving as High Commissioner to the UK. Tania Mason learns about her career, her new job, and the challenges of moving from the centre of government to its overseas outposts

[Read the full interview](#)

and revenue risks driven by lower economic growth. These budgetary pressures, along with rising levels of public debt, are expected to continue and could worsen in advanced and emerging economies.

[Read and download the full story](#)

*Partner content*



Stay up to date with the latest government news by following us on twitter: @globegov

*Copyright © 2017 Pendragon International Media Ltd, All rights reserved.*

You have received this email because you are on the Global Government Forum list as a senior government official.

**Our mailing address is:**

Pendragon International Media Ltd  
Unit 280 Baldwins Lane  
Croxley Green  
Rickmansworth, Hertfordshire WD3 3LD  
United Kingdom

[Add us to your address book](#)

[unsubscribe from this list](#) [update subscription preferences](#)

**To:** Katharine Macgregor[katharine\_macgregor@ios.doi.gov]  
**Cc:** Richard Cardinale[richard\_cardinale@ios.doi.gov]  
**From:** Moran, Jill  
**Sent:** 2017-10-09T15:18:08-04:00  
**Importance:** Normal  
**Subject:** coal streamlining report  
**Received:** 2017-10-09T15:19:12-04:00  
[Coal Streamlining Report 9-11-17.docx](#)

Kate,

Mike Nedd expressed concern on Friday regarding your review of the BLM's coal streamlining report. I believe you have a copy of the June/July draft, but a more recent draft is available. Mike does not want you spending your time reviewing the old draft. It hasn't made its way to us yet in DTS (currently with SOL), but he would like for you to have a copy anyway.

Attached below.

Thanks,  
Jill

--

**Jill Moran**

*Energy Program Analyst - BLM Liaison*

Office of the Assistant Secretary - Land and Minerals Management  
(202) 208-4114

**DRAFT**

**Report to the Secretary on  
Recommendations for Streamlining  
the Federal Coal Leasing and  
Permitting Process**

**Presented by the Bureau of Land Management, Energy, Minerals and Realty  
Management Directorate**

**September XX, 2017**

## Table of Contents

Executive Summary	4
Need for this Report	4
Recent Occurrences in the Federal Coal Program and Background	5
Recent and Projected Trends in Federal Coal Leasing and Coal Markets	7
Federal Coal Working Group	9
Recommendations Document	9
Summary Tables	11
Section 1 – Regulations, Policies, and Guidance	11
Section 2 – Leasing and Permitting	19
Section 3 – National Environmental Policy Act (NEPA)	25
Section 4 – Fair Market Value	31
Section 5 – Program Administration	34
Report and Recommendations	37
Section 1: Regulations, Policies, and Guidance	37
Key state recommendations under Regulations, Policy, and Guidance:	50
Section 2: Leasing and Permitting	51
Key state recommendations under Leasing and Permitting:	63
Section 3: National Environmental Policy Act (NEPA)	65
Key state recommendations under NEPA:	74
Section 4: Fair Market Value	75
Key state recommendations under Fair Market Value:	81
Section 5: Program Administration	82
Key state recommendations under Program Administration:	86
Next Steps	88
Appendix 1 – BLM/OSMRE Coal Leasing and Permitting Flowchart	89
Appendix 2 – Issues List	92
Section 1 – Regulations, Policy and Guidance	92
Section 3 - NEPA	94
Section 4 - Fair Market Value	94

Section 5 - Program Administration	96
Appendix 3 -- State Recommendation Letters	97

## **Executive Summary**

### **Need for this Report**

The Department of the Interior (DOI or the Department) through the Bureau of Land Management (BLM) and the Office of Surface Mining Reclamation and Enforcement (OSMRE) manages the Federal coal resource for the public. As part of recent reviews both internally and with input from the states, public and stakeholders, it has become clear that the length of time required for the BLM to process a lease application and the OSMRE to process a mine permit is inordinately and unnecessarily long and places an undue burden on the industry. Many parties have expressed an interest in increasing the program's efficiency within the boundaries of the National Environmental Policy Act (NEPA). The Department has determined that the best way to improve and streamline program is to first identify the inefficiencies and then to present a plan of action.

In February 2017, DOI began discussion of an internal review of the coal programs managed and regulated by its bureaus for both Federal and non-Federal coal. The review associated with this document covers the leasing and permitting of Federal coal mining activities and its general objective is to identify ways in which the leasing and permitting of Federal coal can be improved.<sup>1</sup> Specifically, the goals of the review were to identify ways; 1) to streamline the leasing and permitting process; 2) to improve efficiency of NEPA analyses related to coal development and 3) to acquire the resources needed to efficiently manage the Federal coal program, as well as implement any changes to the program determined to be necessary.

To initiate the review, the Acting Deputy Secretary asked the Bureau of Land Management (BLM) and the Office of Surface Mining Reclamation and Enforcement (OSMRE) to develop recommendations for streamlining the Federal coal leasing and permitting process, including associated NEPA analyses. Currently, the processes for authorizing Federal coal development generally include three major steps: exploration, leasing, and permitting. These processes are very complex and include numerous steps. A detailed flow chart outlining the processing steps of each agency can be found in Appendix 1.

Exploration and leasing are managed by the BLM, and permitting is managed by OSMRE. As part of the lease application process, the BLM prepares a NEPA analysis, which, because of the size of the projects, often take the form of an Environmental Impact Statement (EIS) but BLM also prepares Environmental Assessments (EA) for smaller leasing actions at underground

---

<sup>1</sup> Permitting of coal mining activities, both for Federal and non-Federal coal is managed by the Office of Surface Mining Reclamation and Enforcement (OSMRE). OSMRE has undertaken a similar review specific to their role in permitting non-Federal coal operations. There are a few areas noted in this review where efficiencies could be gained in the Federal coal permitting process, specifically as it relates to the Bureau of Land Management's (BLM) role in leasing and OSMRE role in permitting. Permitting efficiencies for non-Federal coal will be discussed in a separate OSMRE report.



mines. In most cases, OSMRE is a cooperating agency on the coal lease NEPA documents prepared by BLM.

The Surface Mining Control and Reclamation Act of 1977 (SMCRA), sections 201(b) and (f), contains prohibitions regarding the transfer of any function that would promote the development or use of coal to OSMRE and prohibits OSMRE and other Federal employees working on SMCRA matters from holding certain financial interest in coal mining operations. As a cooperating agency (or co-lead in certain circumstances) with the BLM, OSMRE may review NEPA documents to assist in areas of OSMRE's special expertise and jurisdiction, which includes analyzing the effects of coal mining and reclamation on the environment. OSMRE does not believe that participating in BLM NEPA documents promotes the development or use of coal or and does not create a direct or indirect financial interest for an individual OSMRE employee. Therefore, neither of these two SMCRA provisions would impede OSMRE's participation as a cooperating agency in the BLM NEPA process.

Concurrently with the BLM's processing of a lease application, the BLM, working with the Office of Valuation Services (OVS), develops the Fair Market Value (FMV) of the tract of coal, which is used to determine the minimum acceptable bid at lease sale. Once a tract is sold through the competitive process and a coal lease is issued, OSMRE or the State processes the permit application package and issues a permit pursuant to the Surface Mining Control and Reclamation Act of 1977 (SMCRA). In the final approval stage, the Secretary, in accord with the Mineral Leasing Act (MLA) of 1920 and based on OSMRE's recommendation, exercises one of three options with respect to mining plans: approval, disapproval, or approval subject to condition.

### **Recent Occurrences in the Federal Coal Program and Background**

The Federal coal program today reflects a number of changes that have been implemented since the passage of the Federal Land Policy and Management Act (FLPMA) of 1976 (BLM's Organic Act), the Federal Coal Leasing Amendments Act (FCLAA) of 1976, and SMCRA. These Acts primarily define the regulatory roles of the BLM and OSMRE with regard to coal leasing, permitting and development. In general, the BLM is responsible for exploration, leasing and lease maintenance, and production verification; OSMRE (or the states with primacy) is responsible for approving and regulating the conduct and reclamation of surface mining and surface impacts associated with underground mining operations on Federal and Indian lands. With a cooperative agreement and approved regulatory program, the states can assume primary authority for the regulation of surface coal mining operations and reclamation on Federal lands within their state borders. Finally, the Office of Natural Resources Revenue (ONRR) is charged with the collection and accounting of revenues generated from the production of Federal coal.

The passage of FCLAA and SMCRA fundamentally changed the authorizing framework for the Federal coal program, thus requiring a programmatic review of the Federal coal leasing program

to establish a new implementing regulatory structure. In 1979, the BLM published the Final Programmatic Environmental Statement Federal Coal Management Program (subsequently supplemented in 1985), which provided the framework for the BLM's Federal coal program. The final regulations promulgated soon thereafter established standards and procedures for determining when, where, and how to lease Federal coal (principally through competitive sales under a regional leasing program) and implemented the FCLAA, as well as those aspects of SMCRA that were under the BLM's authority. BLM's coal leasing regulations found at 43 CFR 3400 have been amended several times since the program's framework was established, but have generally remained unchanged since 2002.<sup>2 3</sup>

In 2013, the Department of the Interior's Office of the Inspector General (OIG) and the Government Accountability Office (GAO) conducted two separate audits of the BLM coal program. Combined, these audits resulted in 21 recommended changes to the program covering coal leasing and exports, inspection and enforcement activities, transparency of the process, and timely processing of royalty rate reduction applications. The BLM addressed all 21 recommendations through the issuance of policy guidance (including two new manuals and handbooks) and development of additional mine inspector and valuation training. Both audits are considered closed by the respective offices.

Beginning in the mid-2000s, the BLM began to see a marked increase in the number of lawsuits challenging the coal leasing decisions issued in the western coal states (primarily Wyoming, Montana, Colorado and Utah). The BLM has been generally successful in defending its leasing decisions and supporting NEPA analyses. These lawsuits include a challenge to BLM's reliance on a Programmatic Review that was last supplemented in October 1985. On November 24, 2014, two environmental organizations, Western Organization of Resource Councils (WORC) and Friends of the Earth (FoE), filed suit in the District Court for the District of Columbia alleging that the BLM's Federal coal management program did not comply with NEPA and the Administrative Procedure Act (APA). The groups assert that under the Acts the BLM must prepare a new programmatic environmental impact statement to assess the greenhouse gas (GHG) emissions and climate change impacts associated with the coal program.<sup>4</sup> On August 27, 2015, the court granted BLM's motion to dismiss the case, finding that the Department was under no obligation to prepare a new EIS, stating:

Likewise, the possibility of major federal action remaining here was foreclosed after the federal coal management program was implemented in 1979 and that same program continues to govern the leases today.... Once the federal coal

---

<sup>2</sup> In 2007, there was a minor addition to the coal regulations to allow for the BLM to recover its costs associated with processing coal lease applications and modification.

<sup>3</sup> In 2007, there was a minor addition to the coal regulations to allow for the BLM to recover its costs associated with processing coal lease applications and modification.

<sup>4</sup> *Western Org. of Res. Councils v. Jewell*, 124 F. Supp. 3d 7 (D.D.C. 2015).

management program went into effect, the proposed federal action came to an end. That the federal defendants continue to issue leases in a manner consistent with the federal coal management program introduced in 1979, does not constitute an “ongoing ‘major [f]ederal action[.]’”

The court concluded that the Department had “no duty to supplement the 1979 programmatic EIS for the Federal coal management program because there is no remaining or ongoing major Federal action that confers upon them a duty to do so.” The case is currently on appeal by the plaintiffs.

Regardless of whether or not the BLM is obligated to supplement the existing programmatic EIS, recent public outreach leading up to and during the scoping period for the Federal coal program PEIS initiated under then-Interior Secretary Sally Jewell (by Secretarial Order 3338) and subsequently halted by Interior Secretary Ryan Zinke (by Secretarial Order 3348) identified a number of areas where the BLM could reasonably look to streamline the Federal coal leasing and permitting programs. Under the direction of the Acting Deputy Secretary to develop recommendations for streamlining the Federal coal program and based in part on the comments received during the scoping period as well as internal comments from BLM’s coal program subject matter experts, in March 2017 the BLM, along with staff experts from ONRR and OVS convened in Denver, Colorado to identify opportunities to enhance the Federal coal program. The BLM and OSMRE also requested input from the states in which Federal coal leasing occurs on the five areas of focus identified in detail in this document. The results of this effort and its recommendations are summarized in this Report.

### **Recent and Projected Trends in Federal Coal Leasing and Coal Markets**

In the last ten fiscal years, BLM administered leases produced approximately 4.2 billion tons of coal, worth over \$63.4 billion. This production generated over \$10 billion in royalties, rents, and bonus payments. Most of this coal is utilized by the energy sector in coal-fired power plants. During that time, approximately 17 percent of all electricity produced in the nation was generated by Federal coal.

The last decade has been turbulent for the coal industry, particularly for thermal coal. After the 1990’s boom in production in the PRB of Wyoming and Montana, Federal coal production had generally been on an upward trajectory. By 2008, over 480 million tons of Federal coal was produced annually, with approximately 90 percent of that production coming from the PRB. In 2009, the market for thermal coal began to see significant competition from natural gas, and since that time, Federal coal production has declined over 36 percent to approximately 303 million tons in 2016 (of a total US production 740 million tons) (Figure 1). Additionally, since the early 2000s, leasing and permitting times have gradually increased. On average, from receipt of an exploration license application received by the BLM to final permitting can take as long as 12 years (see Appendix 1). Recently, several of the larger operators in the PRB with pending

lease applications have requested that their application processing be deferred until market conditions improve. Figure 2 illustrates the precipitous drop in the tons of Federal coal leased in the last five years.

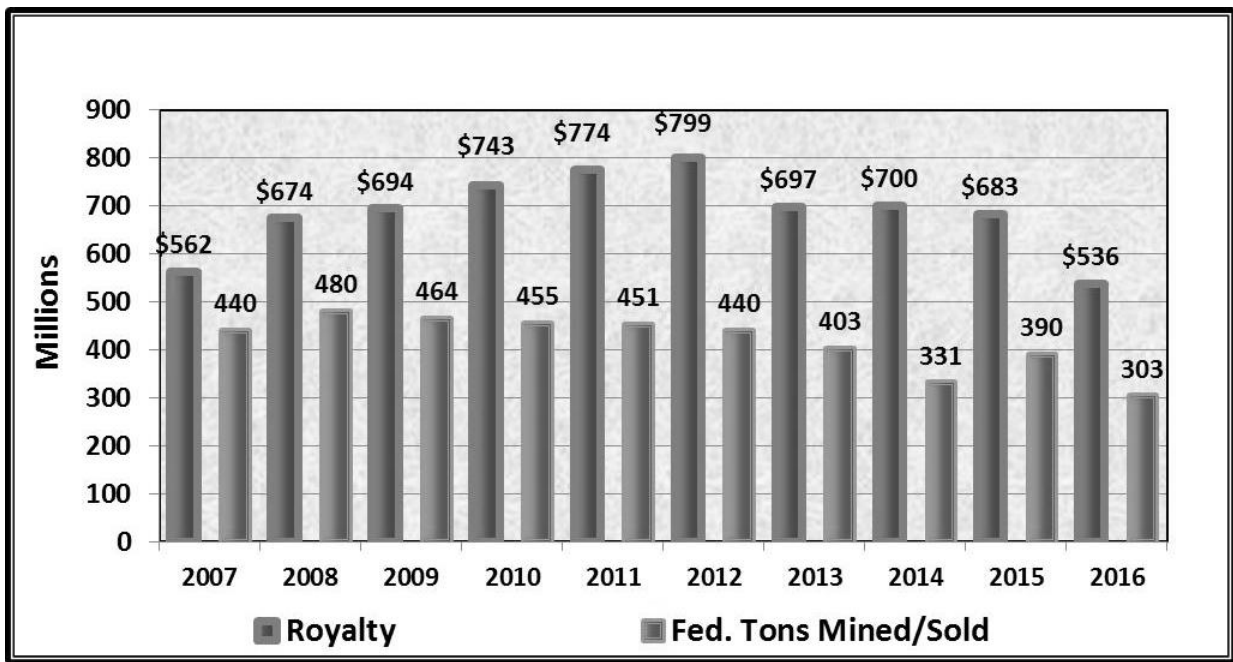


Figure 1: Federal coal production royalties collected and tons produced, 2007 – 2016.

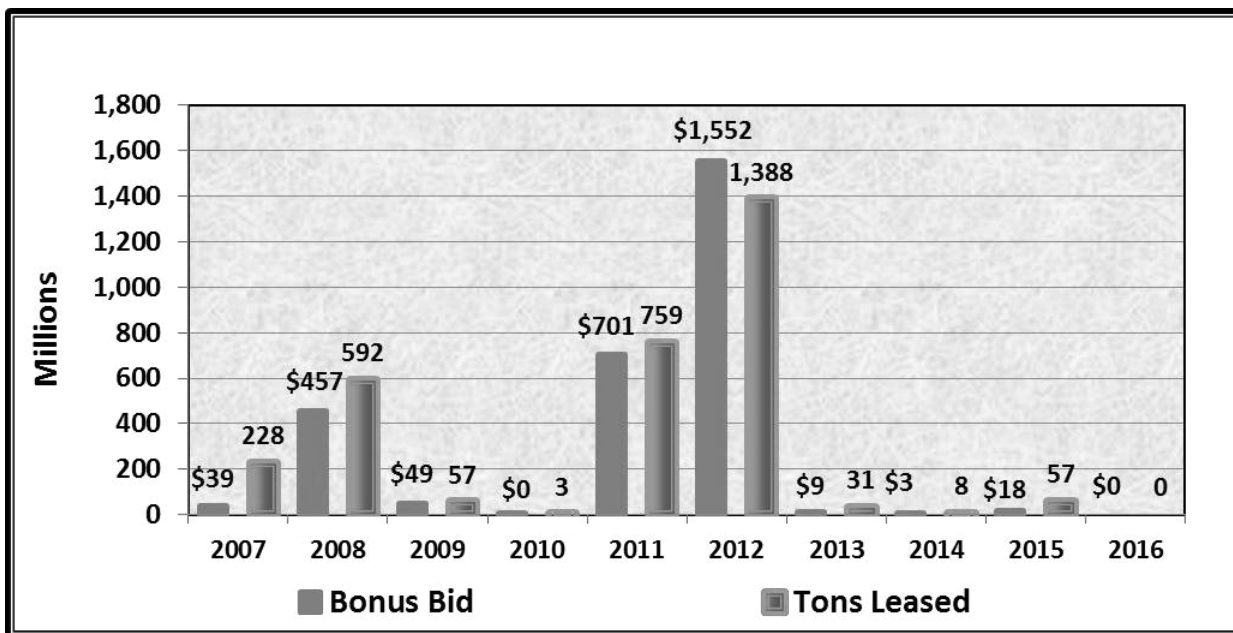


Figure 2: Federal coal lease sales bonus bids and tons offered, 2007 – 2016.

The Energy Information Administration (EIA) recently released its Annual Energy Outlook 2017 with Projections to 2050.<sup>5</sup> The report's base-case scenario projects total U.S. coal production gradually rebounding from its low of 740 million tons in 2016 to approximately 834 million tons by 2020. As natural gas and renewables continue to grow, coal production is then projected to begin a more gradual decline over the next three decades with a total of approximately 583 million tons produced in 2050, but still accounting for nearly 20 percent of all electrical generation.

### **Federal Coal Working Group**

Shortly after the Acting Deputy Secretary's request, an interagency working group of subject matter experts from across the BLM, OSMRE, OVS, and the Office of the Solicitor was established to assist in developing recommendations for enhancing the Federal Coal Program. The establishment of the group was necessary in order to present a robust and comprehensive suite of recommendations to DOI leadership.

### **Recommendations Document**

The document below identifies actions and solutions that could enhance or streamline leasing, permitting, and development of Federal coal resources. It also identifies inefficiencies and constraints that currently exist within the Federal coal leasing and permitting processes. Each recommendation identifies the inefficiency or constraint that needs to be addressed, how the recommended action will be implemented, who has the authority to implement the action, an estimated timeframe for implementation of the action, and the overall impact of the resolution of the inefficiency or constraint on the program. During the review, the team solicited input from State Regulatory agencies regarding streamlining the Federal coal leasing and permitting process. A total of eleven states provided comments, five of which included comments specific to the Federal coal program (the remaining six provided comments specific to OSMRE's permitting of non-Federal coal). The state comment letters are included in Appendix 3 and those comments provided on the Federal coal program are incorporated throughout this recommendation document. The document identifies five areas of focus for improved efficiency: 1) Regulations, Policy and Guidelines; 2) Leasing and Permitting; 3) National Environmental Policy Act (NEPA); 4) Fair Market Value; and 5) Program Administration. A short description of each area is below:

1. **Regulations, Policy, and Guidelines:** Federal coal leasing is governed by a wide array of statutes, regulations, policies, and other guidance that the agencies attempt to synthesize and are always seeking to improve.
2. **Leasing and Permitting:** The regulatory structure underlying the Federal coal leasing

---

<sup>5</sup> Energy Information Administration, 2017. Annual Energy Outlook 2017 with Projections to 2050. Downloaded April 21, 2017 from: <https://www.eia.gov/outlooks/aeo/>

program has been in place since the late 1970s. Under the Federal coal leasing program, the government determines where and how much coal to offer for lease. This process currently used to lease has evolved based on the results of litigation, BLM review, and other reviews such as reports by the DOI Office of Inspector General and U.S. Government Accountability Office; however, the underlying leasing and permitting processes structure has not changed.

3. **National Environmental Policy Act (NEPA):** NEPA compliance is required for many Federal coal actions and comprises a large portion of the regulatory review timeframe. Over the past 20 years, Federal coal NEPA processes and analyses have become inefficient.
4. **Fair Market Value (FMV):** The FMV determination is part of the leasing process and begins with a pre-sale estimate of value for prospective Federal coal properties. This is an integral part of the leasing process that can often be unnecessarily lengthy.
5. **Program Administration:** Mining of Federal coal requires the oversight of multiple Interior Department agencies with different obligations that operate under different statutes and missions.

This document is divided into four main sections. Section 1 contains five tables (one for each of the areas discussed above) that summarize each of the identified inefficiencies or constraints and the recommended actions. Actions are noted as either Legislative (requiring the passage of new legislation by Congress to implement), Regulatory (requiring revision by the agency to their existing regulations) Policy (requiring issuance of or revision to internal policy documents) or Administrative (requiring actions taken by the agency that would not require policy or regulatory changes). The proposed estimated timeline included in the tables is the amount of time reasonably needed to implement the action as a stand-alone action with existing staff and resources (in those cases where the proposed remedy is within the control of the BLM or OSMRE). Additionally, in many cases, multiple actions within an issue will likely require parallel implementation. If multiple issues are selected for implementation at the same time, timeframes may be impacted as much of the same staff would be required to implement the actions. The BLM's 2018 proposed budget currently has increased funding to the Federal coal program. The increases anticipate adding additional staff to the program. Thus, depending on the number of issues selected for implementation or the number of new staff added to the coal program, a revised timeline may have to be developed.

Section 2 contains detailed narrative of each of the five areas and the discussion is organized by issues and actions. These descriptions build on the information that is included in the summary tables. Section 3 discusses potential Next Steps to implement the proposed actions. The last section contains the appendices which include a flowchart showing the leasing and permitting process for Federal coal, a reference list of all of the identified issues, and the comment letters submitted by each of the coal states on the five focus areas.

## Summary Tables

- *Issues are addressed in order of most to least anticipated streamlining impact.*
- *Issues which were brought up in comments received from the states are marked with an asterisk (\*).*
- *Estimated timeline to implement action:*

*Blue: <6 month*

*Green: 7-12 months*

*Gray: 1-3 years*

*Orange: >3 years*

### Section 1 – Regulations, Policies, and Guidance

Section 1 - <u>Regulations, Policies, and Guidance</u>	
<p><b>*Issue 1-1:</b> The Federal coal leasing regulations that include Regional Leasing are outdated, which slows processing of coal actions and creates confusion for applicants and the public.</p>	(b)(5)

	<div></div> <div>(b)(5)</div>
<p><b>*Issue 1-2:</b> The existing protocol for Federal Register Notice publications causes significant delays to the leasing process.</p>	
<p><b>*Issue 1-3:</b> The mining plan approval process may be unnecessarily protracted and duplicative.</p>	



(b)(5)

**Issue 1-4:** Many leasing policies are not current or not easily available.

	<div></div> <div>(b)(5)</div>
<b>Issue 1-5:</b> OSMRE's lack of guidance regarding "minor" mining plan revisions adds delay and inconsistencies to processing coal actions.	
<b>Issue 1-6:</b> Royalty rate reductions can be an extended process due to ambiguous guidance.	

	<div>(b)(5)</div>
<b>Issue 1-7:</b> The BLM's delegation of authority for coal actions has recently caused legal and administrative problems and delays.	
<b>Issue 1-8:</b> The Analysis of Indirect Effects of Combustion Burdens the Coal Program.	
<b>Issue 1-9:</b> Endangered Species Act Consultation Can Delay BLM Leasing Decisions.	


(b)(5)

**Issue 1-10:** The Freedom of Information Act (FOIA) is used as a tool to divert human resources and ultimately slow down the leasing and permitting process.

<p><b>Issue 1-11:</b> Regulations to implement the Energy Policy Act of 2005 have not been successfully promulgated, resulting in confusion by BLM staff, the public, and industry.</p>	<div>(b)(5)</div>
<p><b>*Issue 1-12:</b> The public sees the competitive leasing process as non-competitive because most leases do not receive multiple bids which results in questions from investigators, Congress, the press and the public.</p>	

<p><b>*Issue 1-13:</b> Delays and inconsistencies are caused because the BLM and other land management agencies do not have a Memorandum of Understanding (MOU) with EPA pertaining to air quality analysis.</p>	<p>(b)(5)</p>

**Section 2 – Leasing and Permitting**

<b>Section 2 - Leasing and Permitting</b>	
<b>Issue 2-1:</b> Offering coal tracts for lease may be delayed by operators' business considerations, thereby precluding potential competing interests from developing the resource.	
<b>*Issue 2-2:</b> Industry submits incomplete or inadequate applications/data causing processing delays.	

(b)(5)

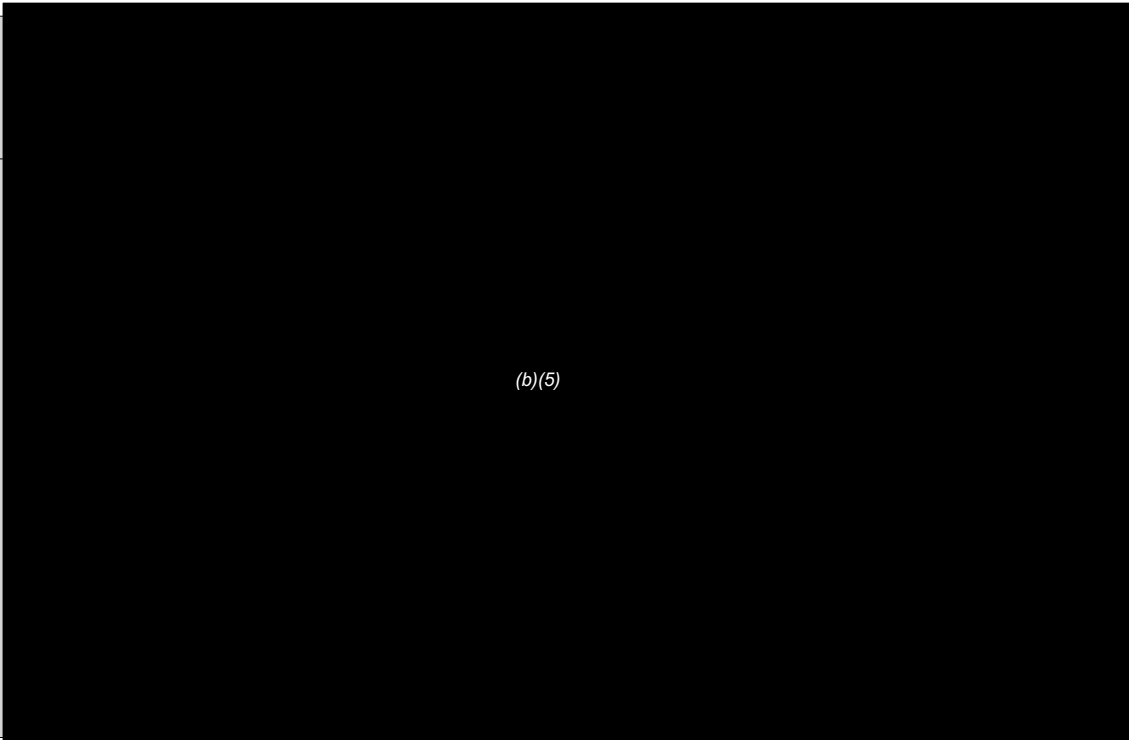
	<div></div> <div>(b)(5)</div>
<b>Issue 2-3:</b> Current regulatory regime does not allow for Research and Development projects.	
<b>Issue 2-4:</b> Difficulties in obtaining qualified surface owner (QSO) consent causes substantial delays in application processing and uncertainty for industry.	



**Issue 2-5:** Discrepancies in the timing of Alluvial Valley Floor (AVF) determinations cause delays in application processing.

(b)(5)

**Issue 2-6:** Processing of lease modification applications (LMAs) and mining plan modification permit revisions may be unnecessarily segmented adding to delay in the overall process.

	
<p><b>*Issue 2-7:</b> United States Forest Service's (USFS) policies and procedures can cause lease processing delays.</p>	


(b)(5)

<p><b>Issue 2-8:</b> The initial financial burden to operators of obtaining a lease may lead to delays in development or bypass of Federal coal.</p>	
<p><b>*Issue 2-9:</b> Billions of tons of Federal coal are economically difficult or unattractive to mine due to the cost of opening mines in undeveloped areas.</p>	(b)(5)
<p><b>*Issue 2-10:</b> There are inconsistencies between mining plans submitted during leasing, the SMCRA permit approved by the regulatory authority, and the R2P2 recommended for approval by the BLM.</p>	

(b)(5)

**Issue 2-11:** Powder River Regional Coal Team (RCT) may serve a redundant purpose.

**Section 3 – National Environmental Policy Act (NEPA)**

<b>Section 3 - NEPA</b>	
<b>Issue 3-1:</b> The lack of available large-scale and cumulative data analyses slows the NEPA process for coal actions.	
<b>Issue 3-2:</b> The Air Quality Modeling in BLM's NEPA Analysis is Costly and Time-Consuming.	

(b)(5)

<p><b>Issue 3-3:</b> The inconsistent coal data availability across states and agencies weakens the analysis of coal actions.</p>	
<p><b>*Issue 3-4:</b> Separate BLM and OSMRE NEPA processes slow coal application process.</p>	<p>(b)(5)</p>

(b)(5)

**\*Issue 3-5:** Litigation slows down development, leasing, permitting, and mining plan decisions.

**Issue 3-6:** Additional Categorical Exclusions are needed for small actions.

**Issue 3-7:** Coal projects are understaffed and not prioritized appropriately.

(b)(5)



(b)(5)

Issue 3-8: Because coal leasing does not authorize surface disturbing activities, evaluate whether leases could be approved using Categorical Exclusions

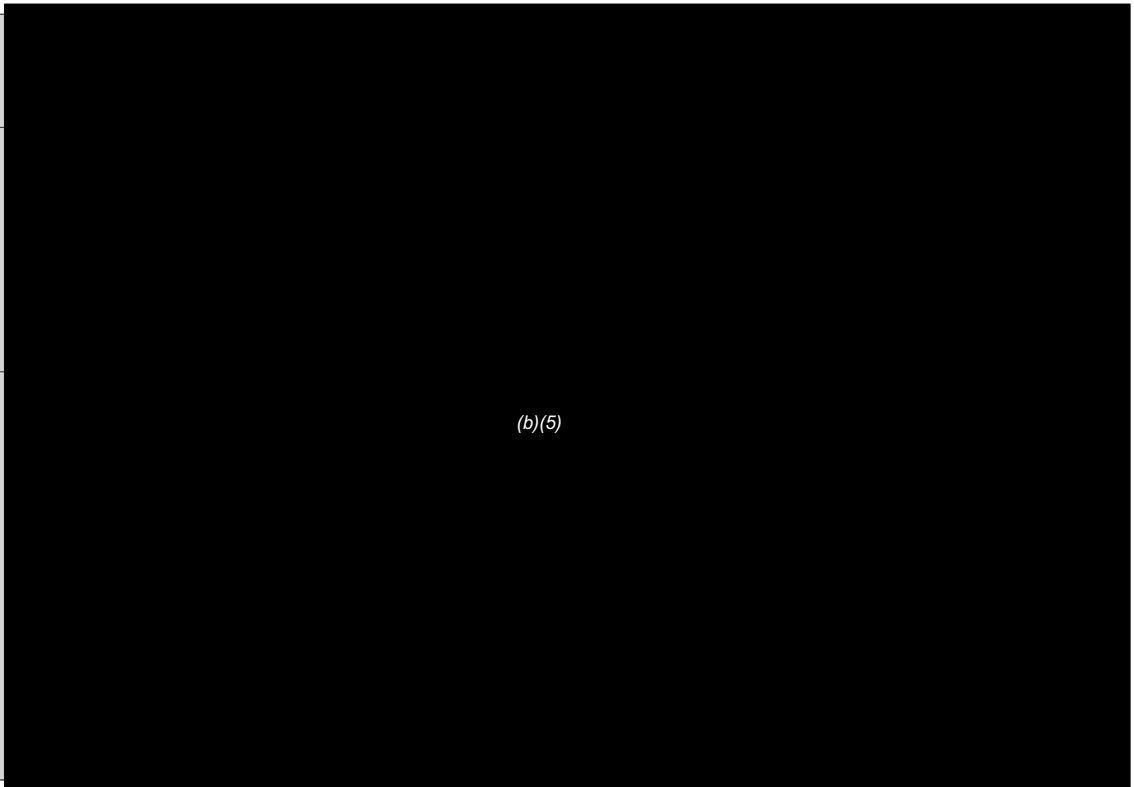
(CX).

(b)(5)

**Section 4 – Fair Market Value**

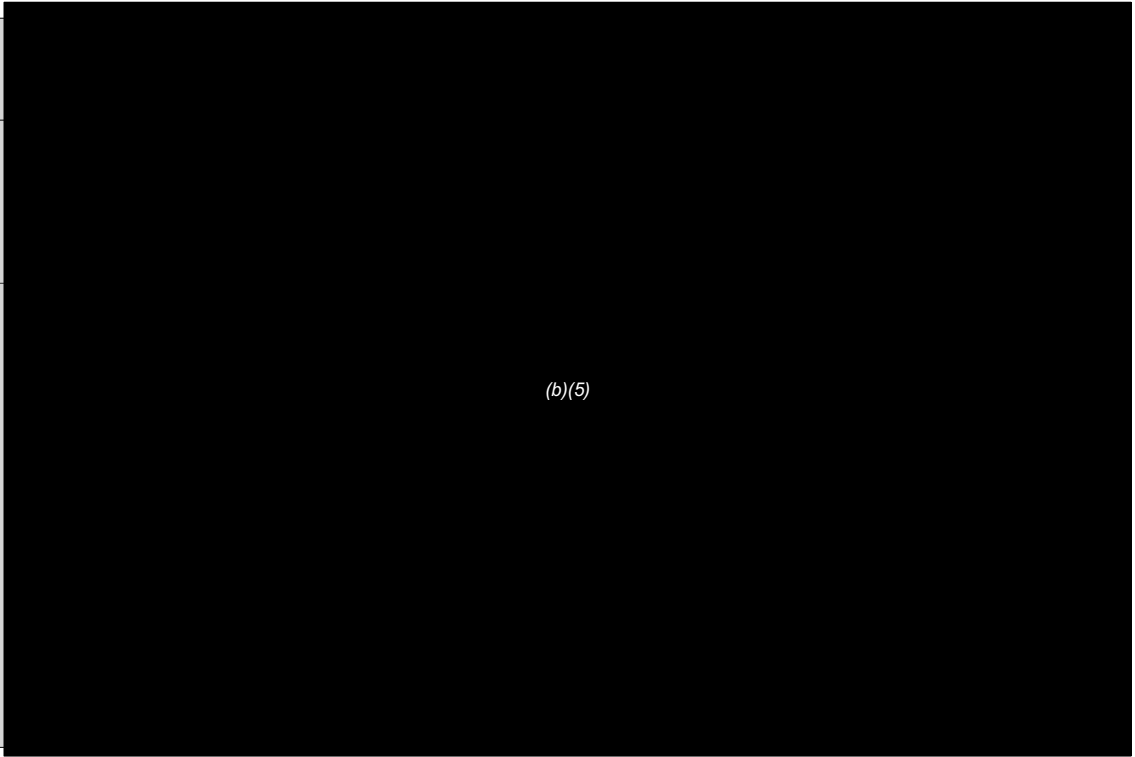
Section 4 - Fair Market Value	<div data-bbox="889 1087 938 1117">(b)(5)</div>
<p><b>*Issue 4-1:</b> Determining FMV for small leases, lease modifications, or low value coal tracts does not warrant full analysis.</p>	
<p><b>Issue 4-2:</b> There needs to be the development of a national BLM FMV team to provide consistency and expediency to FMV determinations.</p>	

<b>Issue 4-3:</b> The third party review process by OVS of BLM's FMV determination does not have necessary guidance on standard data and methodology.
<b>Issue 4-4:</b> Adequate and consistent data is often difficult to obtain and is needed to complete pre-sale FMV determinations.



(b)(5)

<b>Issue 4-5:</b> Low value coal properties could be disposed of or exchanged.
<b>Issue 4-6:</b> The lease modification application FMV process is unnecessarily long.



(b)(5)

**Issue 4-7:** The statutory definition of “contiguous” for a lease modification creates a need for new leases in certain situations

(b)(5)

#### **Section 5 – Program Administration**

##### **Section 5 - Program Administration**

**Issue 5-1:** Implementing proposed actions in this report will require dedicated staff to supervise, coordinate, and ensure current and future workloads are managed throughout the field.

(b)(5)

**Issue 5-2:** BLM and OSMRE do not have the ability to recruit and retain qualified coal personnel.

<p><b>Issue 5-3:</b> Inconsistent use of Electronic Files and Records causes delays in developing casefiles, processing FOIA requests, and preparing Administrative Records.</p>	<p>(b)(5)</p>
<p><b>*Issue 5-4:</b> The MOU between BLM and OSMRE is outdated causing confusion with new program staff and adding to delays in processing times.</p>	
<p><b>*Issue 5-5:</b> The public and coal applicants do not understand the roles, process, or timing of DOI agencies responsible for processing Federal Coal actions.</p>	

(b)(5)



## Report and Recommendations

### Section 1: Regulations, Policies, and Guidance

As previously stated, in 1979, BLM promulgated new coal regulations supported by a Federal Coal Management Program Final Environmental Impact Statement. The regulations outlined two methods by which the Federal government would offer competitive coal leases, regional leasing and lease-by-application (LBA). The government has not offered coal tracts for sale using the regional leasing method since the 1980s, and a return to this type of leasing is unlikely because it was not effective, for the reasons discussed below. However, it remains the predominate method of leasing described in BLM's current Federal coal regulations.

Today, the government offers competitive coal tracts for sale solely using the LBA method. In most cases, an applicant is interested in obtaining a "maintenance" lease that will allow it to mine enough coal to fulfill existing contracts. Because this coal is usually of interest to only the applicant, the public does not consider this a "competitive" tract, even though the applicant must provide a sealed bid that must meet or exceed the unrevealed, pre-sale estimate of fair market value established by Department officials. Other statutes, such as the Energy Policy Act of 2005, added definitive requirements to the Federal coal program, and have not yet been incorporated into the Federal coal regulations.

Federal coal exploration, leasing, and development is also governed by a wide array of statutes (e.g., FCLAA, SMCRA, etc.), regulations, policies, and other guidance controlled by multiple agencies (e.g., OSMRE, EPA, State Regulatory Agencies, etc.) with often different missions and objectives. At times, the applicable regulations and policies do not integrate well causing conflict, confusion, and delay. The policies under BLM control can be easily revised, while revision of policies under the control of other agencies will require inter-agency coordination. There are also a number of policy issues that while not directly tied to coal leasing and permitting, nonetheless influence Federal coal development.

#### **Issue 1-1: The Federal coal leasing regulations that include Regional Leasing are outdated, which slows processing of coal actions and creates confusion for applicants and the public.**

The Federal coal leasing regulations at 43 CFR 3420 and 3425 identify two processes for competitive coal leasing: regional leasing or LBA. Regional leasing is a complex process involving a centralized planning system with the government identifying, selecting and ranking prospective tracts, and then offering multiple coal tracts within one lease sale. By the late 1980s, DOI determined that regional leasing did not work because there was no market for obtaining undeveloped Federal coal tracts associated with prospective new mining operations. By that time, areas of coal production were well established and industry was primarily interested in obtaining additional coal reserves to maintain production of existing mining operations

(maintenance leasing). Thus, in 1986, the Secretary of the Interior issued a decision allowing Regional Coal Teams (RCTs) to either continue offering coal tracts under the regional leasing process, or to “decertify” their coal production region, thus allowing industry to apply for Federal coal by the LBA process. The Secretary concluded his decision did not require a change to the coal leasing regulations. However, this has left the Federal coal regulations depicting the regional leasing process, without fully explaining that currently BLM is offering Federal coal for competitive sale solely under the LBA process. This situation contributes to confusion and distrust from regulators, Congress, and the public. Finally, the Federal coal leasing process laid out in the regulations has not significantly changed since 2002, and a review of the regulations, including consideration of recent public comment from listening sessions and scoping meetings could help BLM identify steps to streamline the Federal coal leasing process, and could result in a revised or new leasing program.



(b)(5)

**Issue 1-2: The existing protocol for Federal Register Notice publications causes significant delays to the leasing process.**

Processing a single coal lease application requires the publication of five separate Federal Register Notices (FRNs). Additional FRNs may be required if the applicant decides to conduct exploratory activities under a Federal coal exploration license. BLM's protocol requires Notices prepared for publication in the Federal Register be reviewed and signed by employees from several WO divisions before approval to publish is granted. This has resulted in significant delays and difficulty in planning a Federal coal lease sale. In some cases, the FRN review process has added more than two years to the leasing process. BLM's coal leasing process must meet a carefully crafted schedule, ensuring that producing mines are able to maintain steady coal production, avoid layoffs, and reduce the possibility of economic impacts to the applicant and possibly the community. Extensive delays introduce uncertainty into the process for both the BLM State Office (SO) scheduling a lease sale, and for the applicant who is planning on securing additional reserves and having sufficient funds for the FMV bid. An efficient FRN review process would significantly expedite the coal leasing application process to the point of competitive sale.

(b)(5)

**Issue 1-3: The mining plan approval process may be unnecessarily protracted and duplicative.**

The leasing and permitting of Federal coal occurs in a sequential three-phase process. Initially, the BLM issues the lease under the authority of the MLA. Secondly, the coal mining state RA approves the SMCRA permit application, including a mining and reclamation plan and the BLM recommends approval of the resource recovery and protection plan (R2P2<sup>6</sup>) that is required by the MLA. Lastly, the ASLM, based upon the recommendation of OSMRE and BLM, approves the combined SMCRA mining plan for the leased Federal coal. Arguably, the OSMRE's recommendation to the ASLM and the ASLM's approval are bureaucratic and unnecessary steps. It is worth investigating whether it is legally possible to delegate mining plan review and approval authority to the BLM rather than OSMRE and the ASLM. The regulations at 30 CFR 740, *General Requirements for Surface Coal Mining and Reclamation Operations on Federal Lands* define the responsibilities of the Secretary, OSMRE, BLM and the Federal Land Management Agency (FLMA) as it pertains to mining plan approvals. Also defined at 30 CFR 740.4(c) are the SMCRA responsibilities on Federal lands acceptable for delegation to the State RA under a Cooperative Agreement. As has been historically interpreted, the regulation allows "selective" delegation of the listed responsibilities, with OSMRE retaining those responsibilities the States elects not to accept. This results in coordination and jurisdictional questions. Therefore, State RAs could assume responsibility for SMCRA regulations on Federal Lands in their entirety, with the exception of non-delegable responsibilities specified in SMCRA. Moving these responsibilities would not require an amendment to SMCRA or MLA: however, significant administrative and regulatory actions are necessary.

(b)(5)

---

<sup>6</sup> The primary difference between the R2P2 and the mining and reclamation plan is that the R2P2 is the mining sequence approved by the BLM to achieve Maximum Economic Recovery of the coal resource.



(b)(5)

**Issue 1-4: Many of the BLM Leasing Policies are Out of Date or Not Easily Accessible.**

Most of the BLM's internal coal leasing guidance is greater than 30 years old. While these older documents still provide a valuable reference, they are becoming burdensome in that they do not always provide guidance relative to current policy. This is confusing for BLM and the public alike. For example, BLM's Competitive Coal Leasing Handbook (H-3420-1) still has lengthy directions for competitive regional leasing, a process that has not been used in several decades. Also, many documents are not handicap accessible (508 compliant) or in a reader friendly active voice. Many documents are not available electronically or are no longer available online. Clear and current policy guidance is a critical component of timely, consistent, and legally defensible coal lease application processing.



(b)(5)



(b)(5)

**Issue 1-5: OSMRE's lack of guidance defining "minor" mining plan revisions adds delay and inconsistencies to processing coal actions.**

OSMRE is responsible for determining when a SMCRA permit revision submitted to the coal mining regulatory authority that includes a modification to the mining plan to mine Federal coal requires approval by the Secretary. The regulations at 30 CFR 746.18 set forth six criteria for when a permit revision constitutes a mining plan modification. Criterion Number 3 requires Secretarial approval (currently delegated to the ASLM) when there is any change in the location or amount of coal to be mined, except where such change is the result of a "minor change in the amount of coal actually available for mining from the amount estimated." OSMRE makes the recommendation on when a mining plan modification requires Secretarial approval. Limited guidance exists regarding when OSMRE considers a mining plan modification to be "minor" and, thus, not require Secretarial approval. Specific guidelines regarding when a permit revision is "minor" in nature would allow OSMRE to reach a determination more efficiently and consistently.



(b)(5)

**Issue 1-6: Royalty rate reductions can be an extended process due to ambiguous guidance.**

Under section 39 of the MLA (30 U.S.C. 209), the Secretary has the authority to administratively reduce coal lease royalty rates, and has delegated this authority to the BLM. In order to process royalty reduction applications, the BLM uses certain processing criteria established by regulation (43 CFR 3473.3-2 and 3485.2). The first criteria is that the reduction has to be in the interest of conservation of the coal resource. Secondly, it must encourage the greatest ultimate recovery of the resource, and lastly, it must be necessary either to promote development of the resource, or be justified because the lessee cannot successfully operate the lease under existing terms. Upon meeting the criteria, the BLM may grant royalty rate reductions on a lease-by-lease basis. BLM currently uses guidelines developed in 1990 to process royalty rate reductions. BLM published the draft guidelines in the Federal Register with solicitation for public comment; but neither the guidelines nor the manual have been promulgated into regulation. BLM processes each application under one of five established (by guidance) royalty rate reduction categories. BLM field offices have not always been consistent in interpreting applicant data and processing requirements under the existing guidelines. The field office evaluation of the application and their recommendations are then reviewed by the respective BLM SO. Finally, the BLM WO reviews for policy compliance, prior to approval. Significant processing delays can occur as each office works to obtain what they interpret as adequate documentation needed to support a royalty rate reduction application. This has resulted in delayed processing times, and uncertainty on the part of the applicant/industry who needs to plan on how, or if to mine the resource or move from the area.

(b)(5)

**Issue 1-7: The BLM's delegation of authority for coal actions has recently caused legal and administrative problems and delays.**

The BLM Delegation of Authority Manual (BLM Manual Section 1203), and other regulations, handbooks, and manuals identify which BLM officials are delegated to make specific decisions. Recent Interior Board of Land Appeals (IBLA) decisions (IBLA 2014-263 & 283 and 187 IBLA 349) have called into question BLM's interpretation of which officials may sign decisions for coal leasing actions.<sup>7</sup> Recent changes to the 1203 Manual, subsequently adopted by many BLM coal state offices, resulted in confusion about the correct BLM official authorized to sign coal leasing Decision Records. BLM manuals and handbooks associated with delegated authorities should be consistent with management level recommendations for coal program decisions set in statute and regulation.

(b)(5)

#### **Issue 1-8: The Analysis of Indirect Effects of Combustion Burdens the Coal Program.**

All BLM coal leasing decisions and mining plan approvals issued by the ASLM require environmental review in accordance with NEPA. Pursuant to judicial decisions, for actions such as a Federal coal lease sale, impacts associated with the eventual combustion of coal from the LBA is an indirect effect requiring analysis in the NEPA document. While calculating potential GHG emissions is relatively straightforward (though includes assumptions about lack of carbon capture and storage), the analysis of other effects of coal combustion can be an extremely complex, costly, and a time consuming process, adding significantly to the processing time for leasing and mining plan approvals. In almost every case, the coal combustion occurs at an existing steam electric power generating facility, with existing Clean Air Act permits that meet EPA requirements that have already considered the environmental and human health effects of coal combustion. Requiring the BLM and OSMRE to conduct additional environmental analysis of a regulated power generating facility during leasing and mining plan approval is redundant, and the agencies would explore working with EPA to reduce redundancies in the process, while

---

<sup>7</sup> In the most recent of four decisions from the IBLA regarding BLM's interpretation of its delegations manual, the Board once again determined that the "wrong" BLM official had signed the West Antelope II coal lease modification and remanded the decision back to BLM without issuing a merits decision (here, the appellants had not raised a delegation claim). *WildEarth Guardians et al.*, 189 IBLA 274 (February 7, 2017). On April 10, 2017, the Solicitor's Office filed a Petition for Director Review requesting that the Director reverse the Board's decision and determine that, among other things, a third party does not have standing to challenge the BLM delegations manual. On April 19, 2017, the Director issued a Docketing Notice allowing the appellants 30 days to file an opposition to the petition and BLM 30 days from that date to file a reply. *WildEarth Guardians et al.*, DIR-2017-0063.



ensuring that the combustion effects are fully analyzed in the appropriate NEPA document.

(b)(5)

**Issue 1-9: Endangered Species Act Consultation Can Delay BLM Leasing Decisions.**

BLM and OSMRE must comply with the ESA at both the leasing and permitting stage. Separate consultations are typically conducted with the U.S. Fish and Wildlife Service (USFWS), in accordance with the requirements of section 7 of the ESA, first by BLM prior to leasing and later by OSMRE for mining approvals. The preparation of a Biological Assessment (BA), completion of the formal consultation process, and the USFWS's issuance of a Biological Opinion for the leasing or mining plan decision is often long and can create significant delays, uncertainties, and can jeopardize the timely completion of a Federal coal leasing or mining plan decision. OSMRE is currently working with the USFWS to complete a Programmatic Consultation for the coal permitting process. BLM should consider completing a Programmatic Consultation for the coal leasing program, which would reduce the resources needed to complete consultation and result in an expedited leasing and permitting process. With a BLM coal leasing Programmatic Consultation, project specific consultation would be limited to a consistency check to ensure that the lease decision conforms to the lease decisions consulted on.

(b)(5)

(b)(5)

**Issue 1-10: The Freedom of Information Act (FOIA) is used as a tool divert human resources and ultimately to slow down the leasing and permitting process.**

Recently, there have been an excessive number of FOIA requests relating to coal actions. Responding to the requests require a significant amount of staff time and resources, and have slowed the processing of coal actions. Currently, the BLM and OSMRE have no means of controlling the misuse of FOIA requests.

(b)(5)



(b)(5)

**Issue 1-11: Regulations to implement the Energy Policy Act of 2005 have not been successfully promulgated, resulting in confusion by BLM staff, the public, and industry.**

On August 8, 2005, the President signed into law the Energy Policy Act (EP Act) of 2005, Public Law No. 109-58, 119 Stat. 594. Title IV, Subtitle D of the EP Act, is entitled “Coal Leasing Amendments Act of 2005.” The BLM proposed to implement provisions of the EP Act that require regulatory amendments (RIN 1004-AD93) on August 12, 2013 (78 FR 49080-103). The BLM proposed regulations would: implement Title IV, Subtitle D of the EP Act and clarify that assessment of a 12½ percent royalty rate applies to all Federal coal except coal mined from underground mines; withdraw the Logical Mining Unit (LMU) Application and Processing Guidelines (LMU Guidelines); promulgate portions of the LMU Guidelines as regulations; establish new coal processing fees; and, make technical and editorial corrections to the existing regulations.

The BLM WO issued several Instruction Memorandums (IM) for implementation of the EP Act, including WO-IM-2006-004 (September 30, 2005) concerning lease modification acreage, WO-

IM-2006-045 (November 25, 2005) concerning deferred bonus payments, and WO-IM-2006-127 (March 24, 2006) concerning advance royalty. These interim policies were the framework for the proposed regulations noted above.

Also, in response to the EP Act, ONRR proposed a companion rule that implements the part of Section 434 (RIN 1012-AA04) concerning the processes and standards for determining value for payment of advance royalties (78 FR 49060-78).

Publication of the Final Rule would satisfy the legally mandated requirements of Title IV, Subtitle D of the EP Act (Public Law 109-58), make desirable changes that are within the BLM's administrative discretion, and foster a consistent understanding of how to implement the EP Act. Finalizing this rule would save a considerable amount of BLM staff time expended to clarify these policies for BLM staff experts and the public.

(b)(5)

**Issue 1-12: The public sees the competitive leasing process as non-competitive because most leases do not receive multiple bids which results in questions from investigators, Congress, the press and the public.**

Statute and regulations require BLM to offer Federal coal for sale by competitive bidding, and only accept those bids that meet or exceed FMV. Current coal leasing regulations discuss the process of offering competitive leases, but provide no definition of what constitutes a competitive lease sale. Because most of the coal tracts offered are for maintenance leases, historically, the BLM generally only receives one sealed bid at lease sale, even when the tracts are reconfigured by BLM to be more attractive to other adjacent or nearby mining operations. The current perception by the public is that receipt of only one bid for a coal tract does not result in a competitive lease sale. This is incorrect. The bidder is placing a bid against the unrevealed, presale FMV estimate prepared by BLM, with concurrence by the OVS. Even if BLM only receives one sealed bid for a tract, a successful bidder still has to exceed the pre-sale FMV estimate, and if this occurs, the Federal government is in receipt of additional monies above FMV.

(b)(5)



(b)(5)

**Issue 1-13: Delays and inconsistencies occur because the BLM and other agencies that participate in the coal leasing and permitting process do not have a Memorandum of Understanding (MOU) with EPA pertaining to air quality analysis.**

The BLM's coal lease is the first stage of a multi-stage process leading to development and production of Federal coal. BLM is the first agency preparing a NEPA document, and other agencies serve as cooperators or co-leads. Leasing does not allow for immediate development of coal. It is the lessee's responsibility to apply for, and receive, approval to mine Federal coal from OSMRE or the State Regulatory Authority (RA) and the Assistant Secretary for Lands and Minerals (ASLM) through OSMRE, and ultimately market this coal. During the approval process, BLM and OSMRE are required to analyze the potential environmental effects of issuing a lease and the mining plan approval in accordance with NEPA and the Endangered Species Act (ESA). Both NEPA and ESA require the consideration of direct, indirect, and cumulative effects. In most cases, combustion is the known end use of Federal coal and the indirect effects and cumulative effects of the combustion of the Federal coal are considered under NEPA and ESA. Both the BLM and OSMRE receive significant public comment regarding the consideration of air quality, human health, and climate change effects when analyzing the environmental effects of leasing and mining plan decisions. Uncertainties regarding the appropriate level of analysis for considering the environmental and human health effects of combustion can delay NEPA and ESA analysis due to extensive data collection and modeling. Closer coordination with the EPA regarding an appropriate level of combustion analysis and data sharing will help eliminate unnecessary or redundant analysis and avoid delays.



(b)(5)



(b)(5)

Key state recommendations under Regulations, Policy, and Guidance:

North Dakota focused on untimely leasing of Federal coal and reasons for lack of competition. They point out that Federal coal leasing requirements are more onerous than leasing private or state-owned coal. They suggest in a state where the Federal coal resource is not dominate, untimely leasing results in bypass coal and loss of revenue to private landowners, and local, state and federal governments. They further suggest the government needs to provide more certainty to industry by leasing in a more timely manner. The state also discussed the criticism directed at the Federal coal leasing program because of lack of competition, but based on their situation in the state, they believe it is highly unlikely that another mining company would bid on tracts within a mining company's extended plan

Ohio stated that dual or triple regulations and layers of permitting actions reduce accountability to the public and regulated community and make the process less transparent. They recommend agency and program consolidation should be examined in order to clarify permitting responsibilities.

Wyoming supported the current LBA and LMA process used by BLM since decertification but wanted DOI to reduce or eliminate the need to conduct a second environmental analysis to approve the federal mine plan. One of their recommendations was for OSMRE to conduct an early review of the mine plan and associated impacts and clarify with the BLM the data necessary in the NEPA document prepared for leasing.

Consistent with comments received from the states, our report proposes actions that if implemented would clarify regulations that are currently slowing down the processing of coal action and reflect our current practices (Issue 1-1) and reduce administrative reviews (such as Federal Register Notices, Issue 1-2). We have made suggestions for reducing the protracted and duplicative nature of mine permit process (Issue 1-3). We also recognize the appearance that the Federal coal leasing program is noncompetitive because most leases are applied for to maintain current production at an existing mine (Issue 1-12). Finally, the need for early review of the mine plan was not addressed in this section but in section 2 (Issue 2-10)

## **Section 2: Leasing and Permitting**

As previously stated, the Federal Coal Program, initiated shortly after the passage of BLM's Organic Act, FLPMA, contemplated a leasing method where the government would determine where and how much coal it would offer for lease, based on the government's view of market need. Since that time, the Federal coal leasing program has changed substantially based on the results of litigation, internal review, and Federal investigations, but BLM's regulations (which allows for both regional leasing, which is no longer performed, and the lease by application process (LBA)) have not been updated to reflect many of these changes. However, once the infrastructure for a mine is in place, the mining company typically is interested in leasing from the government only the amount of coal needed to continue operations at that mine and fulfill contracts for coal produced by that mine. Thus leasing of Federal coal today is almost exclusively in response to "maintenance" lease applications.

Providing incentives for new mine development within "greenfield" (previously undeveloped) areas may reduce the barriers for entry into the coal markets and promote competition for publicly owned coal resources. There has also been interest in developing various coal conversion technologies (e.g., "coal to liquids" and "coal gasification"); however, under the current leasing program testing alternate methods of coal development on Federal land could only occur by applying for, and obtaining a competitive coal lease. The regulatory and statutory requirements for coal development could be revised to allow research and development proposals to be effectively and efficiently pursued outside of the competitive process, allowing for more diverse utilization of the public's abundant coal resources.

Further complicating the means to develop "greenfield" or new coal conversion technologies, several Federal agencies are involved in managing Federal coal, all with specific authorities. As previously discussed, in relation to developing coal from Federal lands the BLM serves as the leasing agent, and OSMRE is responsible for oversight in the preparation of the mining and reclamation plan, as well as preparing the recommendation for the mining plan for ASLM approval. Both agencies must satisfy NEPA. The entire process is lengthy, often taking ten years or longer to complete, largely due to the time it takes BLM and OSMRE to prepare their respective NEPA documents. Longer leasing and permitting timeframes lead to applicants applying for larger coal tracts to sustain annual mine production rates over time. Additional

financial resources are required to maintain mine production rates, which may lead to an increase in the number of Federal coal lease applicants requesting postponement of Federal coal lease sales in order to obtain the necessary financial resources.

**Issue 2-1: Offering coal tracts for lease may be delayed by operators' business considerations, thereby precluding potential competing interests from developing the resource.**

Due to the recent downturn in market conditions, several lease applicants have requested that BLM significantly delay holding a lease sale after BLM has issued a decision recommending the



tract be offered for sale. The BLM believes it is in the best interest of the Federal government and the public to offer coal LBA tracts when economic conditions result in a more favorable outcome for all stakeholders, maximizing the return received for the public. As such, the BLM SOs have postponed lease sales or application processing at the applicant's request. However, other entities may be interested in leasing this coal, especially in areas such as the PRB where two or more mines may be adjacent to one another and the tract in question. There are additional considerations when an extensive delay occurs prior to a lease sale. If the FMV estimate has been prepared, updating the estimate may be necessary if the market conditions have changed, or the delay exceeds one year, leading to additional work. Extensive delays also mean that BLM may need to conduct additional NEPA work. Lastly, extensive delays in offering these tracts for lease could be considered speculation.

(b)(5)

(b)(5)

(b)(5)

**Issue 2-2: Industry submits incomplete or inadequate applications/data causing processing delays.**

In the late 1980s, BLM established minimum application data standards for each important coal basin/region for various resources (e.g., geologic, cultural, air quality, wildlife, socioeconomic, etc.). This baseline data supports delineation of a coal tract that achieves maximum economic recovery of Federal coal and the preparation of the NEPA document to support coal leasing decisions. Adequate and timely information is needed to prepare pre-sale FMV and NEPA compliance documents for mining plans (OSMRE). When BLM receives insufficient data, or experiences delays in receiving adequate data, it ultimately affects when BLM can offer a tract for lease, and when a company can begin mining coal. Leasing, permitting, and mining plan

modifications are generally a sequential process. BLM and OSMRE would consider opportunities that would allow for a more concurrent processing of the separate agency actions.

(b)(5)

**Issue 2-3: Current regulatory regime does not allow for Research and Development projects.**

In the past, BLM has been contacted by academia, industry, and sister agencies (e.g., USGS), regarding securing a small tract of Federal coal lands to test various, non-traditional (e.g., methanogenesis, in-situ gasification, etc.), methods of extracting energy from coal resources.

Current Federal coal regulations are inflexible, as the only method of authorizing a new coal use is by offering a tract for sale under the competitive leasing process.

(b)(5)

**Issue 2-4: Difficulties in obtaining qualified surface owner (QSO) consent causes substantial delays in application processing and uncertainty for industry.**

Federal regulations at 43 CFR 3427.1 provide that where surface lands are owned by a QSO that would be mined by any technique other than underground mining, the lands shall not be included in a lease sale without evidence of written consent from the QSO. The intent of this regulation is to implement section 714 of SMCRA (30 U.S.C. 1272(b)). Regulations have been established defining QSO requirements. There are two requirements associated with QSO determinations; 1) BLM must receive information regarding landowner eligibility to evaluate if the landowner meets QSO requirements, and 2) if they do qualify, evidence of written consent from the QSO that any successful bidder would have access to mine Federal surface minable reserves. Landowners who are contacted, but do not provide information in response to BLM's request, are considered unqualified (43 CFR 3427.2(j)). Two corresponding issues have arisen regarding timely receipt of information and delay in obtaining written consent. First, not receiving information about QSO has resulted in the sale of leases for land that cannot be permitted under SMCRA because landowners would not grant consent for surface mining (land owners that would have been determined to be QSO, but were initially determined unqualified due to lack of response). Although not addressed in statute or regulation, BLM has allowed coal companies to provide tax records and other information as evidence that private surface owners are QSOs. If it is determined they are, and the QSO would not grant consent to mine, the BLM could configure to remove these lands from the tract. BLM has rejected an application after completing the final EIS because the company could not receive QSO consent and the remaining lands were not sufficient to offer a tract for sale that was in the public interest. This wastes government time and resources. Additionally, not receiving timely QSO consent results in the inability to configure a public interest tract and affects the fair market value process that is generally completed concurrently with NEPA.

(b)(5)



(b)(5)

**Issue 2-5: Discrepancies in the timing of Alluvial Valley Floor (AVF) determinations cause delays in application processing.**

The Department carries out the review of Federal lands under section 522(b) of the SMCRA principally through land use planning assessments by the SMA regarding the unsuitability of Federal lands for all or certain stipulated methods of coal mining (43 CFR Part 3460). During the land use planning process, the SMA considers twenty criteria, including the presence or absence of an alluvial valley floor (AVF), (Criterion 19). Where mining would interrupt, discontinue, or preclude farming in an AVF, the land is considered unsuitable for mining. Additionally, when mining Federal land outside an AVF would materially damage the quantity or quality of water in surface or underground water systems that would supply AVFs, the land is also considered unsuitable. During the land use planning process, the application of Criterion 19 can be deferred to site-specific environmental analysis during coal leasing. However, the AVF determination must occur prior to approval of the mining permit. In some cases, the determination of the presence or absence of an AVF during land use planning and leasing may conflict with the findings and determination made by the SMCRA RA. In these instances, the discrepancy in the AVF determination can cause delays in permitting and mining plan approval. In addition, if an AVF determination prohibits mining after award of the lease, the successful bidder would have purchased coal resources they would be unable to mine and would qualify for an exchange for unleased Federal coal, adding several more years to the process.



(b)(5)



(b)(5)

**Issue 2-6: Processing of lease modification applications and mining plan modifications permit revisions may be unnecessarily segmented adding to delay in the overall process.**

The modification of a lease and the eventual mining of the Federal coal occurs in a sequential three phase process: (1) the coal lease modification is issued by the BLM, (2) the RA approves the permit revision which must include the modified R2P2 approved by the BLM and (3) the ASLM, based upon a recommendation from OSMRE, approves the mining plan modification. OSMRE regulations at 30 CFR 778.15(a) require that the permit application include a description of the documents upon which the applicant bases his legal right to enter and begin surface coal mining operations before a permit can be deemed administratively complete and made available for public review. This requirement may unnecessarily segment the lease modification approval process, including environmental analysis under NEPA, from the Secretarial mining plan modification approval process, causing delays that can result in coal bypass.



(b)(5)



(b)(5)

**Issue 2-7: United States Forest Service's (USFS) policies and procedures can cause lease processing delays.**

BLM manages the minerals underlying surface managed by other Federal agencies. The USFS manages land in several prolific coal producing basins. Prior to leasing within National Forest System lands, areas must be identified as acceptable for further coal leasing consideration. In addition, the BLM is required to obtain the consent to lease from the surface management agency (SMA) (43 CFR 3420.4-2). Generally, the SMA would participate as a cooperating agency with BLM on coal lease NEPA (USFS can also be the lead or co-lead in certain situations pursuant to an agreement between the agencies), so it can record a decision prior to preparing a lease consent document. SMAs also have other priority projects, consistent with their mission, often resulting in delays in completing the coal lease NEPA, the decision and/or the consent document.

Currently, BLM and USFS work together on coal leasing applications under an Interagency Agreement (IA) signed in 1984. This IA describes situations where USFS would act as a lead agency on Federal coal lease application NEPA and those cases where BLM would serve as the lead agency. Because BLM has the authority to determine whether to lease Federal coal, it would be more appropriate for BLM to serve as lead agency on all coal lease NEPA. WO has worked for a number of years in preparing a new BLM-USFS MOU to outline the agencies' responsibilities when taking on Federal coal actions. Revision of the IA would include discussion of the lead agency issue. Further, Section 304 of FLPMA allows BLM to establish reasonable fees to process applications. BLM uses this authority to request cost recovery when processing LBAs, but this authority is not specifically extended to agencies located outside of the DOI. However, it is used for programs such as forestry and realty. The USFS may have statutory authority to collect cost recovery fees to conduct NEPA under the 1952 Independent Offices Appropriation Act (31 U.S.C. 9701).



(b)(5)



(b)(5)

**Issue 2-8: The initial financial burden to operators of obtaining a lease may lead to delays in development or bypass of Federal coal.**

Coal lease bonus bids are a large investment for coal companies (often hundreds of millions of dollars for larger operations). FCLAA established the ability to offer deferred bonus bids allowing the company to either pay the entire bonus immediately or pay 1/5 of the bonus bid upfront and the rest over the next four years (43 CFR 3422.4(c)). Where large tracts of Federal coal are offered for lease, payment of 1/5 of the bonus can still require a considerable amount of fiscal obligation and could considerably strain the lessee's finances, especially in a down market. As a result, in recent history companies have frequently requested the BLM delay a lease sale or defer further processing of a lease or lease modification application. Reducing the upfront cost to a company could result in BLM receiving fewer requests for delays of sales and potentially realize an increase in successful sales.



(b)(5)

**Issue 2-9: Billions of tons of Federal coal are economically difficult or unattractive to mine due to the cost of opening mines in undeveloped areas.**

Continuing to lease Federal coal adjacent to existing mines is attractive to companies because they have already invested in the roads, rail, processing facilities, and other infrastructure necessary to support mine operations and delivery to markets. Moving into a new mining areas (or “greenfields”) requires a large capital investment for infrastructure, which could place even a property with favorable development characteristics (e.g., marketable BTU, low strip ratio, low sulfur, etc.) at a competitive disadvantage in the coal markets. Additional financial risks are associated with investing significant capital into opening new mines in greenfield coal areas attributable to permitting and market uncertainties. Coal tracts in greenfield coal areas may require more extensive exploration drilling, as compared to maintenance tracts, in order to define geologic structures and the presence of adverse geologic conditions. BLM may need to amend or extend applicable Resource Management Plans (RMPs) if it determines that any greenfield tracts applied for by industry would be acceptable for further coal leasing consideration. There may be uncertainty and/or an increased financial risk with obtaining surface owner consent in an area where mining has traditionally not occurred. Extensive analysis would be required to characterize overburden, soil, and vegetation types for mine permitting, converse to extension of existing mining activities, where a better understanding of the natural resource values exist. There may be additional risks associated with establishing transportation infrastructure and negotiating competitive rail and transportation contracts. Developing coal tracts in greenfield areas would inherently face the risk of inaccurately projecting mining costs. Realizing returns on investments associated with new mine starts is also less certain than on existing operations due in part to market uncertainties associated with negotiating short and long-term contracts, as well as the amount of production that could be sold on the spot and long-term coal markets. Thus, there is little incentive for industry to explore greenfields for future coal mining, especially in a down market.

(b)(5)





(b)(5)

**Issue 2-10: There are inconsistencies between mining plans submitted during leasing, the SMCRA permit approved by the regulatory authority, and the R2P2 recommended for approval by the BLM.**

As previously stated, the leasing and mining of Federal coal occurs in a sequential three phase process: (1) the coal lease is issued by the BLM, (2) the RA approves the permit application and the BLM recommends approval of the R2P2, and (3) the ASLM based upon the recommendation of OSMRE, approves the mining plan. The R2P2 must include among other things, the proposed mining operation plan, demonstrating maximum economic recovery (MER) of the Federal coal for the life of the lease. In some cases, the R2P2 demonstrating MER for the Federal lease is not consistent with the mining plan submitted to the RA as part of SMCRA permit application. Any inconsistencies must be resolved before OSMRE would recommend approval of the mining plan to the ASLM under 30 CFR 746.13.

The SMCRA permit typically does not include the entire lease, or at least does not authorize mining of the entire lease. The mining plan covers only that portion of the permit area where the permit has authorized mining under the permit. As mining progresses, the permit may be amended to authorize mining of additional areas or a new permit may be issued for the additional area. In either case, the modification of the mining plan is needed to encompass the additional acreage. Each mining plan and, with certain exceptions, each mining plan modification requires preparation of NEPA compliance documents, which can be a relatively lengthy process.



(b)(5)



(b)(5)

**Issue 2-11: Powder River Regional Coal Team (RCT) may serve a redundant purpose.**

Decisions made by the Secretary in 1986 allowed coal production regions to determine whether to continue regional leasing, or accept applications from industry to maintain their current operations (lease-by-application). In January 1990, a decision to conditionally “decertify” the Powder River Coal Production Region was published in the Federal Register (55 FR 784-5). The conditions of this decision included: 1) the RCT would continue to guide the subsequent LBA process, 2) the LBA was restricted to tracts that would continue or extend the life of a mine, 3) applications for new mines or to expand existing mine facilities would be considered on a case-by-case basis by the RCT, and 4) operating guidelines for processing coal LBAs must be approved by the RCT. The Powder River RCT is the only remaining team and continues to meet and advise BLM after receiving new LBAs, or new coal actions within the basin.



(b)(5)

Key state recommendations under Leasing and Permitting:

North Dakota suggested improving coal leasing and permitting by combining the Federal coal leasing and Mine Plan Approval process into a single action that would make the process more efficient while still providing the required environmental protection. The state also discussed a concept of “true” primacy they have permitting private and state coal lands, but that when Federal coal is involved, another level of approval is required. They suggest that if North Dakota’s program standards are adequate for permitting private and state coal lands, they should be adequate for permitting Federal coal tracts.

Ohio recommended designating a primary agency to coordinate permit review and develop agreements to aid in efficient processing. They also discussed keeping timelines and felt that MOUs and agreements can help keep permitting on track, but further suggest support from establishing timelines through regulation and/or guidelines. They also suggest holding joint agency meetings that discuss agency roles and responsibilities, and believe lack of familiarity with mining process make it difficult for agencies to make meaningful comments on the federal permitting process. Finally, from a broad perspective, they felt dual or triple regulation reduces accountability to the public and regulated community, and layers of permitting actions make the process less transparent. Their recommendation is to examine agency and program consolidation to clarify permitting responsibilities.

Oklahoma felt that a process needs to be implemented to bring “certainty” and a shorten timeframe from the date of permit application to the date of a permit decision would be of great value.

Utah pointed out that there seems to be a duplication of effort on the part of the state and the Federal government when it comes to dealing with the effects of mining on Federal surface. They point to the cooperative agreement between the Governor of Utah and Secretary of the Interior intended to minimize intergovernmental overlap and duplication and said the State needs to be trusted to do its job. They go on to note that OSMRE should not be relying on federal guidelines in oversight states, as these guidelines may not hold up under legal review.

Wyoming discussed the history of the coal program, how it made the transition to the maintenance leasing implemented today, and the difficulty in establishing a new mine operation in the region where large surface coal mines supported by extensive infrastructure already exist. They close this section by recommending that leasing EISs should recognize that the Wyoming mines are area surface mines and reclamation occurs concurrent with mining operations. Further, to aid the varied background of NEPA reviewers, they suggested presenting correct definitions and terminology in the leasing EIS, as well as reclamation [permit] information such as acres permitted, disturbed, reclaimed, etc.

The report addresses the states’ concerns regarding duplicative efforts in the leasing and permitting process between the state regulatory agencies, BLM and OSMRE and the need to review the mine plan early in the process (Issue 2-10; also see Issue 1-3). No specific mention was given to relieving OSMRE of their oversight duties associated with Federal coal in states

with programmatic agreements. However, this recommendation could a part of the OSMRE, BLM, and State regulatory agency discussion on changes in mine permitting on Federal coal lands (Action 1-3.1) The report acknowledges the importance of establishing minimum data standards, and obtaining necessary data early on in the leasing and permitting process (see Issue 2-2). Finally, the difficulty in establishing new mine operations in mature coal basins was acknowledged in this section of the report, and potential actions were developed that could encourage industry to consider new development outside of existing mines (Issue 2-9).

### **Section 3: National Environmental Policy Act (NEPA)**

NEPA compliance is required for all Federal coal actions and the NEPA process comprises a large portion of the regulatory review timeframe. Over the past 20 years, Federal coal NEPA processes and analyses have become very lengthy and complicated. NEPA is a strategic topic for streamlining the Federal Coal Program because BLM and OSMRE often each prepare documents to satisfy NEPA. BLM issues coal leases and OSMRE prepares the Mining Plan Decision Document (MPDD) and recommendation for ASLM approval.

BLM's EISs for coal leasing often take five or more years to complete. Before mining leased coal, operators must prepare a mining plan and SMCRA permit for approval. This is completed by the states that OSMRE has granted primacy and completed by OSMRE in states without primacy and on Indian land. OSMRE recommendations for MPDD decisions occur on a linear timeline with a review process that may extend many years after BLM has issued a lease. Since OSMRE has this authority, and must prepare NEPA for the mining plan, they often join BLM as a cooperating agency on the EIS prepared for the leasing decision. However, due to the time between a BLM issuing a Federal coal lease, and submission by the operator of a technically complete mining plan, BLM's NEPA may be stale, resulting in OSMRE supplementing or preparing new analyses.

Inconsistent Federal coal management and processes across state lines and lack of coal staff in BLM and OSMRE further impede the coal leasing and mining plan approval processes. The agencies should examine and modernize their procedures to allow for more efficient and consistent coal processes.

#### **Issue 3-1: The lack of available large-scale and cumulative data analyses slows the NEPA process for coal actions.**

There is a lack of readily available large-scale and basin-wide comprehensive/cumulative data studies for air quality, greenhouse gas (GHG) emissions and sequestration, water resources, and socio-economics. Preparing and maintaining updated modeling, basin-wide baseline reports, and cumulative data study reports would expedite the NEPA process and improve the overall quality of BLM and OSMRE environmental documents.

(b)(5)



(b)(5)

**Issue 3-2: The Air Quality Modeling in BLM's NEPA Analysis is Costly and Time-Consuming.**

BLM's NEPA analysis considers reasonably foreseeable direct, indirect, and cumulative impacts of leasing Federal coal through the proposed NEPA action or alternatives. While the BLM's NEPA action is to decide whether or not to offer a tract for competitive sale, BLM's NEPA analysis considers the impact of mining as a logical consequence of issuing maintenance leases at existing mines. In many cases, OSMRE serves as a cooperating agency on BLM's coal leasing document. When preparing a NEPA document, an accurate air quality model is necessary to support the cumulative effects analysis. However, preparing air quality models is often a costly and time-consuming process and appeals and litigation often challenge the adequacy of the air quality analysis for coal leasing and permitting decisions. BLM and other Federal and state stakeholders would work together to develop basin-wide or similarly scaled air quality models that would facilitate analysis of cumulative effects in all specific coal leasing basins where leasing is actively occurring. The expected benefits of regional air quality modeling is expedited coal leasing and permitting, and possible use in coal mine air quality permitting completed by State RAs.



(b)(5)

(b)(5)

**Issue 3-3: The inconsistent coal data availability across states and agencies weakens the analysis of coal actions.**

A “data adequacy standard” provides the minimum quality and quantity of data needed in order to prepare coal NEPA documents. Several Federally managed coal basins may not have an up-to-date document that fully explains the current data requirements for Federal coal projects.

(b)(5)

**Issue 3-4: Separate BLM and OSMRE NEPA processes slow coal application processing.**

Each agency requires multiple studies, review schedules, and coordination efforts to inform their respective decision-making process. Separate NEPA efforts are inefficient and lead to public confusion regarding each agency’s mission and role, inconsistent studies (modeling and data collection methods), duplicate resource agency reviews, long lag times between reviews and decisions, and additional legal risks. There are many examples where joint NEPA processes have been successfully implemented (e.g., Lost Creek Uranium EIS -- BLM/Nuclear Regulatory Commission), Transwest Express Transmission Line EIS (BLM/Western Area Power Administration), Foidel Creek EA (BLM lead/OSMRE as cooperator), El Segundo EA (BLM lead/OSMRE Cooperator) and the King II EA (BLM/OSM as co-leads)). A joint NEPA process would provide continuity with resource agencies, common study methodologies, consistent terminology, and clearer public participation opportunities

(b)(5)



(b)(5)

**Issue 3-5: Litigation slows down development, leasing, permitting, and mining plan decisions.**

Environmental groups are challenging almost every coal action from exploration plans and leasing decisions to mining plan decisions. Generally, this results in valuable staff specialist and solicitor time taken away from other work, such as processing existing leasing applications. Defense of litigation also taxes the agencies' budgets.

(b)(5)



(b)(5)

**Issue 3-6: Additional Categorical Exclusions are needed for small coal actions**

BLM and OSMRE currently have to conduct full NEPA processes for small actions, such as Exploration Licenses, Lease Modification Applications (LMA), Research, Development, & Demonstration (RD&D) leases, and mining plan modifications. Use of categorical exclusions could expedite the amount of time to complete and implement small coal actions.



(b)(5)

**Issue 3-7: Coal projects are understaffed and not prioritized appropriately.**

Agencies and offices that are understaffed are unable to prioritize coal projects. Completing excellent NEPA documents requires an interdisciplinary team of competent specialists. These specialists often have high priority tasks within their field of specialization (i.e., wildlife, cultural, etc.) and are likely to be on NEPA teams for multiple projects. Lack of dedicated staff and other missing resources cause delays in NEPA processes. Coal projects could reasonably be nationally prioritized.



(b)(5)

(b)(5)



(b)(5)

**Issue 3-8: Because coal leasing does not authorize surface disturbing activities, evaluate whether leases could be approved using Categorical Exclusions (CX).**

BLM's action of leasing federal coal to an applicant does not result in any significant, direct, environmental impact as the coal cannot be mined until a SMCRA permit is approved. Because federal coal leasing is a federal action, NEPA is initiated, but this could be completed either through an administrative, or statutory categorical exclusion (CX). After a lease has been issued, a mining plan should be required to indicate how the federal coal lease would be mined. This mining plan should be subject to full NEPA analysis. Subsequent to approval of the mine plan for the entire lease, SMCRA permits, as needed, may be issued by the State RA with no further

NEPA evaluation. The exception would be if the SMCRA permit applications were found to be inconsistent with any lease stipulations derived through the NEPA process and/or the previously approved mine plan. Preparing NEPA for the actual mining operation, rather than the leasing stage, would make the process more meaningful and eliminate redundant NEPA evaluations. It also allows State RAs to issue permits without further NEPA assessments, resulting in significant reduction in processing times, and providing efficiency to the mine plan permitting process.

During LBA process, in addition to preparing the NEPA document, BLM takes other steps to meet its statutory requirement to lease tracts that permit the mining of all coal, which can be economically extracted. If BLM does not prepare NEPA at the leasing stage, there needs to be processes in place that address the application of required actions. For example, BLM is required to take public comments on the application of unsuitability criteria (43 CFR 3461.1-3(a)(1)), fair market value (Section 2 of FCLAA), and MER (43 CFR 3422.1).

In addition, since BLM would not be preparing a NEPA analysis at the leasing stage, environmental issues affecting the final tract configuration offered for lease will be more difficult to identify. BLM may wish to develop policy to address known or possible issues to review (e.g., uses such as O&G development or other resource conflicts not identified in the unsuitability criteria), prior to configuring a tract.

Conversely, BLM may choose to issue a policy that states the tract will be offered as applied for once reviewed against the applicable Resource Management Plan (for conformance) and check of land status records (ensuring only federal coal lands would be offered), and after all necessary written consents (SMAs, QSOs, etc.) have been received.

In addition to facilitating the application statutory and regulatory requirements, one of the results from BLM coal leasing NEPA, is that there is a decision from the authorized officer that carves out those areas where environmental conditions are such they should not be offered for lease. Typically, BLM's offered tract has removed environmentally sensitive areas and FMV will be estimated based on the coal resources the applicant will be able to mine. If subsequent NEPA conducted during permitting identifies areas that cannot be mined, BLM will need to find a solution to refund monies to the applicant. BLM currently has limited authority to give monies paid for a lease tract back to the successful bidder (see 43 CFR 3422.4 (e)). Because of the time it would take to prepare an EIS for the SMCRA mining plan, it is likely all bonus monies would have been paid prior to permitting.

Section 7 of FCLAA requires that any lease which is not producing in commercial quantities at the end of ten years to be terminated. It is not uncommon for the EIS process to take six or more years to be completed and a decision be made. This could jeopardize the ability for a lessee to get the lease permitted, begin production, and meet their ten-year production requirement.

Action 3-8.1: Determine the process to incorporate statute and regulatory requirements associated with issuing a federal coal lease using a CX.

BLM WO with the help of DOI Solicitors would prepare policy to outline how BLM's statutory and regulatory leasing requirements should be incorporated in the CX process. New policy would take 6 to 12 months to develop.

(b)(5)

Key state recommendations under NEPA:

North Dakota suggests that regarding leasing Federal coal and subsequent mine plan approval that BLM and OSM coordinate activities and conduct on NEPA analysis adequate from both actions. One additional improvement to NEPA was a suggestion on using a Programmatic EIS to evaluate air quality impacts (from the combustion of coal) rather than individual analyses. They felt updating a PEIS would prevent "re-inventing the wheel" and new analyses could incorporate by reference the PEIS.

Similarly, Montana suggests the in-depth NEPA work may be more appropriately undertaken

during the permitting and Federal mine plan review process, rather than during the leasing stage, and that leasing reviews could then be limited to coal quality, quantity, and economics.

Oklahoma recommended that OSM coordinate better with the BLM and Forest Service during their lengthy NEPA process and include their analyses needs within the NEPA prepared for coal leasing.

Utah discussed that OSMRE had been requiring supplemental NEPA to cover issues they felt were missing from recent coal leasing decisions made by the BLM and Forest service. Utah suggested a more efficient process would be if OSMRE coordinated better with the BLM and Forest Service during their lengthy coal leasing NEPA process and include their analyses needs within the same document.

Wyoming provided a number of recommendations such as DOI should seek to combine concurrent processes with other state and federal regulatory agencies, designating BLM as the lead agency to manage coal reviews. They suggested the lead agency develop meaningful and expedient timelines for the review process early in the NEPA process. They also felt the lead agency could strengthen NEPA reviews and reduce delays by involving cooperating agencies (including EPA and OSMRE) early in the process, who could aid in identifying data gaps, data interpretation, and developing alternatives and potential mitigation measures. They elaborated on the need for early and well-defined scoping and significant involvement of local and state governments to focus the environmental review and data needs (including the identification of existing studies and data resources) on issues relevant to a meaningful decision. They also suggested that in order to focus resources, the agencies' preferred alternative be identified as early in the process as possible.

Once again, consistent with the recommendations of the states, our report addressed strengthening the NEPA process by coordinating early on with cooperating agencies such as the Forest Service (see Issue 2-7) and have suggested several actions that could be implemented to address untimely processing and permitting as a result of separate BLM and OSMRE NEPA processes (Issue 3-4). The report also considers lack of large scale data to conduct cumulative impact analyses (Issue 3-4) and further considers actions to be taken to stream line air quality modeling (Issues 3-2 and 1-13).

#### **Section 4: Fair Market Value**

The FCLAA requires that the Secretary must not accept a bid that is less than the FMV of the coal within the prospective lease. Consistent with appraisal standards, FMV is defined in regulation (43 CFR 3400.0-5(n)) as:

*.... that amount in cash, or on terms reasonably equivalent to cash, for which in all probability the coal deposit would be sold or leased by a knowledgeable owner willing but not obligated to sell or lease to a knowledgeable purchaser who desires but is not obligated to buy or lease.*

The determination of the FMV begins with a pre-sale estimate of value for prospective Federal coal properties, which is an integral part of the leasing process. The pre-sale estimate of value includes geologic, engineering, economic, and evaluation analyses that combine to document and establish a pre-sale estimate of value. During a lease sale, interested bidders submit a sealed bonus bid for the prospective coal lease. Bids received from qualified bidders are compared to the BLM's pre-sale estimate of value. Effectively, because the pre-sale estimate value is held confidential it serves as the competition where there is only one interested bidder, and bids less than the pre-sale estimate are rejected by BLM. The fair market value of an offered Federal coal lease is the amount BLM accepts as the value of the lease. The FMV process occurs parallel to the NEPA process though is usually not finalized until after a NEPA decision is issued. Identifying opportunities to increase efficiency in determining FMV and reduce the time required completing the FMV process, could help to streamline the overall leasing process.

**Issue 4-1: Determining FMV for small leases, lease modifications, or low value coal tracts does not warrant full analysis.**

Determining FMV can be a complex process that is labor and cost intensive. Small LBAs, lease modifications, or low value tracts may warrant more efficient or alternative methods to a complete FMV estimate, especially where the cost of preparing the estimate can be more than BLM would receive from the bonus bid. This would be similar to established methods for valuing small tract rights-of-way under FLPMA. For example, the North Dakota Lignite fields contain low value Federal coal where no lease has ever been issued (Federal, state, or private) for more than the regulatory minimum bonus bids of \$100/acre.

(b)(5)





(b)(5)

**Issue 4-2: There needs to be the development of a national BLM FMV team to provide consistency and expediency to FMV determinations.**

Field and State office personnel often have first-hand knowledge of the geology of the coal fields and mine operators, mine designs, manpower needs and equipment requirements to develop the resources, etc. They are also familiar with the Mine Safety and Health Administration (MSHA) requirements and OSMRE and State RA requirements of a SMCRA mining permit. BLM has had difficulty retaining qualified evaluation specialists, as described in the 3073 manual and handbook, necessary to ensure FMV for a new coal lease application is properly prepared. We anticipate this personnel gap may continue as BLM finds it ever more difficult to hire and maintain qualified staff. This qualified personnel shortfall places BLM's FMV assessment capabilities at a distinct disadvantage and is adding to delays in processing lease applications and lease modification applications.



(b)(5)



(b)(5)

**Issue 4-3: The third party review process by OVS of BLM's FMV determination does not have the necessary guidance on standard data and methodology.**

As previously noted the OIG conducted a review of the BLM's coal leasing program and issued their findings in 2013. Of the 13 recommendations in their report, three specifically called for the BLM to work with the OVS when preparing the FMV for coal tracts. In response, BLM and OVS signed an MOU and BLM issued a new coal valuation manual and handbook detailing the roles and responsibilities of both agencies in the FMV process. OVS has thus taken on the role of an independent third-party reviewer of BLM's valuations to help ensure that BLM is producing defensible, well-documented FMVs for coal lease tracts. However, the current FMV analysis and review process is time consuming and frequently not consistent between State Offices. Considerable time is spent clarifying data and reporting to the third party reviewer, currently the OVS. This results in multiple drafts and reviews before an acceptable product is achieved and finalized.



(b)(5)

**Issue 4-4: Adequate and consistent data is often difficult to obtain and is needed to complete pre-sale FMV determinations.**

When estimating the pre-sale value for a lease application, confidential information from an applicant is essential to the estimated value being representative of the fair market value. The confidential information includes potential lease revenue, direct and indirect operating costs incurred to excavate the coal, capital considerations for existing equipment and planned equipment acquisitions, and tax burdens applicable to the lease and mining operations. The

confidential information helps accurately evaluate the mining cost and revenues for a discounted cash flow model. Some applicants have been reluctant to provide this confidential information, or have been slow in providing information, which leads to delays in completion of a pre-sale FMV determination.

(b)(5)

**Issue 4-5: Low value coal properties could be disposed of or exchanged.**

The cost to BLM and an applicant seeking to lease a tract of low value Federal coal may be greater than the prospective revenues from the lease (rental, bonus, and royalty value). In such cases, it may be more efficient to dispose or exchange the Federal coal in these areas.

(b)(5)



(b)(5)

**Issue 4-6: The lease modification application FMV process is unnecessarily long.**

LMAs are statutorily limited to tracts of less than 960 acres and are by definition non-competitive sales. Current policy dictates BLM determine the FMV (as is done for LBAs, regardless of the size of the LMA) and present the applicant with the minimum acceptable FMV for the tract as an offer to accept, and be granted the acreage through lease modification, or not accept and either present the case to BLM that the FMV determination is flawed (in which case BLM would revise the FMV if convinced of the error) or have the LMA rejected.

This process must be realized even for small tracts of coal that amount to very little production (e.g., when mining indicates a sliver of coal continuing into unleased acreage for a very short distance) or even lands the applicant wishes to add to the lease that contain no recoverable coal and are only being sought for the purposes of surface use for the mining operation logistics or safety.



(b)(5)

**Issue 4-7: The statutory definition of “contiguous” for a lease modification creates a need for new leases in certain situations.**

The FCLAA amended the MLA to require that a lease modification be contiguous or cornering the lease being modified. The Energy Policy Act of 2005 modified the MLA to require the LMA be in the interest of the United States, that there are no other competitive interests in the lands and deposits, and that the lands subject to modification cannot be developed as a part of another potential or existing independent operation. The statutory definition of “contiguous” would be revised to avoid the bypass of coal resources that adjoin the mining operation but that are not necessarily contiguous to an existing Federal coal lease (e.g., when a mine comprised of several leases of Federal and non-Federal leases encounters Federal coal that meets the criteria for modification but is only adjacent to one of the non-Federal leases).

(b)(5)

Key state recommendations under Fair Market Value:

Two States provided suggestions/comments on the fair market value process. North Dakota discussed the situation where BLM sells the coal at fair market value and company subsequently requests and is granted a royalty rate reduction. They suggest the process is flawed and FMV should be determined on the true value of the coal (Issue 4-1).

Wyoming recommended that future BLM NEPA documents describe the history and rationale for the leasing structure as it is today, including the process used to determine fair market value. They also recommend maintaining the current requirement that keeps BLM’s fair market value determination confidential so that base valuation remains unknown to potential bidders.

In the report, we recommended establishing a team that would review alternative ways of valuing small and low quality coal tracts such as those found in North Dakota (Issue 4-1). The discussion in the report maintains a competitive lease sale is one where the bid is evaluated against the unrevealed fair market value estimate (Issue 1-3).

**Section 5: Program Administration**

Mining of Federal coal requires the oversight of no less than three DOI agencies: BLM, OSMRE and ONRR. In addition to these DOI agencies, some Federal coal requires oversight by other DOI agencies or other Departments, in particular when the surface estate is managed by another agency (e.g., U.S. Forest Service lands) or waters of the United States are involved (U.S. Army Corps of Engineers). There are also state RAs in the states with primacy for mining plans, the Bureau of Indian Affairs for tribal coal, and a host of other agencies that could become involved in any specific leasing action as cooperators depending on the specific lease application's area.

(b)(5)

**Issue 5-1: Implementing proposed actions in this report will require dedicated staff to supervise and coordinate and to ensure current and future workloads are managed throughout the field.**

This report puts forth 42 recommendations for actions (exclusive of this recommendation) to help streamline Federal coal leasing and permitting. Implementing these actions will take dedicated BLM Washington Office coordination and oversight. Current Washington Office coal program leads will continue to be utilized for program administration and oversight; however, it is anticipated that implementing the recommendations in this report would take a dedicated full-time coordinator.

(b)(5)

**Issue 5-2: BLM and OSMRE do not have the ability to recruit and retain qualified coal personnel.**

BLM's coal staff has been whittled down to 71 employees nationwide to run the entire BLM Federal Coal Program, and not all are fully dedicated to coal matters. OSMRE staff has

diminished from 1200 employees in the 1990's to 450 total employees to implement the SMCRA program nationwide. In the field, skeleton crew coal staffs have been continually asked to do more with less while dealing with constant litigation and appeals, experienced coal staff leaving and retiring, and endless FOIA requests and inquiries, all in addition to their regular responsibilities. [REDACTED] (b)(5)

(b)(5)



(b)(5)

**Issue 5-3: Inconsistent use of Electronic Files and Records causes delays in developing casefiles, processing FOIA requests, and preparing Administrative Records.**

Around 2008, nongovernmental organizations and the public became more interested in the Federal coal program operations, environmental reviews, and associated documents. In particular, they have become interested in how BLM and other Federal agencies, such as OSMRE, consider greenhouse gas contributions to climate change when evaluating projects and permits. This has led to an increase of Freedom of Information Act (FOIA) requests, appeals with the IBLA and Federal court litigation. It takes an enormous amount of staff time to research and produce documents requested through FOIA and those needed to support BLM/OSM decisions in administrative records. These documents are generally required to be in an electronic format.



(b)(5)



**Issue 5-4: The MOU between BLM and OSMRE is outdated causing confusion with new program staff and adding to delays in processing times**

In July of 1978, the directors of the BLM and OSMRE signed a MOU outlining the roles, responsibilities and procedures for management of Federal coal. The MOU was also signed by the director of the US Geological Survey (USGS). However, in 1982 the BLM, by Secretarial Order 3087, assumed the roles and responsibilities for onshore mineral management previously reserved to the USGS. Similarly, the Minerals Management Service (now the ONRR) assumed the responsibilities for royalty and mineral revenue management.

Most of BLM's coal regulations found at 43 CFR 3400 were promulgated on July 19, 1979, and they have been amended several times since. Although internal guidance has been issued clarifying certain roles as they relate to exploration activities, the 1979 MOU has never been revised and remains as originally written.

(b)(5)

**Issue 5-5: The public and coal applicants do not understand the roles, processes, or timing of DOI agencies responsible for processing Federal Coal actions**

Comments received during the nationwide listening sessions and BLM's Coal Program PEIS scoping period in the summers of 2015 and 2016, respectively, showed that the public generally confuses many of BLM's and OSMRE's roles. For instance, commenters during the PEIS scoping expressed their disapproval of the self-bonding process for reclamation activities and asked the BLM to change this policy. They were not aware that reclamation bonds are managed by OSMRE and the primacy states, not the BLM. This is just one of many examples where the public has a fundamental misunderstanding of the roles and responsibilities of the agencies managing Federal coal activities.

(b)(5)

(b)(5)

(b)(5)

Key state recommendations under Program Administration:

North Dakota recommended the lines of jurisdiction, authority, regulatory roles, and responsibility of the various Federal agencies associated with the coal leasing and permitting process be clearly defined and understood by all participants involved. Wyoming and Montana both provide similar discussions regarding multiple DOI agencies with different obligations, statutes and mission. Wyoming asserts there is clear expansion of the NEPA process that results in considerable duplication of expenditures of state and federal resources. Wyoming further

suggests that a way to eliminate the need for multiple NEPA documents would be for OSMRE to be an early cooperator and use BLM's decision to lease be used as the starting point for initiating the NEPA document for the mine plan approval.

The report acknowledges the confusion that exists among the public regarding the roles, responsibilities and the functions of all agencies involved in the Federal coal leasing and permitting process, and possible solutions are identified in Issues 5-4 and 5-5.

## Next Steps

This report will be presented to the Secretary of the Interior through the Assistant Secretary for Lands and Minerals upon approval by the directors of BLM and the OSMRE. The issues identified in this report and the recommended actions and remedies include administrative actions and policy changes, as well as regulatory (revisions and/or promulgation of new regulations) and legislative actions. The actions cover a broad spectrum of potential impacts and estimated times to implement. Many of the administrative and policy changes may be implemented over a short time frame while the larger issues and actions are internally debated (or while a PEIS is prepared). However, the implementation timeframes for all of the proposed actions assume each action is implemented individually. Depending on the number of actions that are ultimately directed to be implemented by the Secretary or the BLM Director, these timeframes could lengthen considerably without additional resources.

While quantifying the impact to processing timeframes from implementing any individual action is not possible, the *relative* degree of positive impact to the goal of streamlining the processes and decreasing processing times is shown for each issue in the summary tables above. Appendix 1 shows the average current timeframes for all of the major steps in BLM and OSMRE's leasing and permitting processes for Federal coal. BLM will begin to implement some of the recommended administrative and policy actions which represent "good government" and would not substantially change the Federal coal program (e.g., updating and revising existing guidance, administrative protocols, etc). BLM will also prioritize all high and medium impact issues with recommended actions that would take less than six months to implement. As with the whole of the recommendation package, depending on the number of actions BLM begins to implement, the timeframe for implementation may be longer without adding additional staffing.

To begin prioritizing the issues, the BLM Solid Mineral Division Chief will prepare a plan of action report that will detail his recommendations on which of these issues should begin immediate implementation efforts. (b)(5)

(b)(5)

(b)(5) After SOL review, the plan of action report will be provided to the BLM Director for approval. Once the Secretary provides direction on the remaining issue recommendations, BLM will prepare a similar report for implementing those actions.

## **Appendix 1 – BLM/OSMRE Coal Leasing and Permitting Flowchart**

General Timeline - Estimated

(b)(5)

(b)(5)

## Appendix 2 – Issues List

### **Section 1 – Regulations, Policy and Guidance**

**Issue 1-1:** The Federal coal leasing regulations that include Regional Leasing are outdated, which slows processing of coal actions and creates confusion for applicants and the public.

**Issue 1-2:** The existing protocol for Federal Register Notice publications causes significant delays to the leasing process.

**Issue 1-3:** The mining plan approval process may be unnecessarily protracted and duplicative.

**Issue 1-4:** Many leasing policies are not current or not easily available.

**Issue 1-5:** OSMRE’s lack of guidance regarding “minor” mining plan revisions adds delay and inconsistencies to processing coal actions.

**Issue 1-6:** Royalty rate reductions can be an extended process due to ambiguous guidance.

**Issue 1-7:** The BLM’s delegation of authority for coal actions has recently caused legal and administrative problems and delays.

**Issue 1-8:** The Analysis of Indirect Effects of Combustion Burdens the Coal Program.

**Issue 1-9:** Endangered Species Act Consultation Can Delay BLM Leasing Decisions.

**Issue 1-10:** The Freedom of Information Act (FOIA) is used as a tool to divert human resources and ultimately slow down the leasing and permitting process.

**Issue 1-11:** Regulations to implement the Energy Policy Act of 2005 have not been successfully promulgated, resulting in confusion by BLM staff, the public, and industry.

**Issue 1-12:** The public sees the competitive leasing process as non-competitive because most leases do not receive multiple bids which results in questions from investigators, Congress, the press and the public.

**Issue 1-13:** Delays and inconsistencies are caused because the BLM and other land management agencies do not have a Memorandum of Understanding (MOU) with EPA pertaining to air quality analysis.



## **Section 2 - Leasing and Permitting Strategic Topic**

**Issue 2-1:** Offering coal tracts for lease may be delayed by operators' business considerations, thereby precluding potential competing interests from developing the resource.

**Issue 2-2:** Industry submits incomplete or inadequate applications/data causing processing delays.

**Issue 2-3:** Current regulatory regime does not allow for Research and Development projects.

**Issue 2-4:** Difficulties in obtaining qualified surface owner (QSO) consent causes substantial delays in application processing and uncertainty for industry.

**Issue 2-5:** Discrepancies in the timing of Alluvial Valley Floor (AVF) determinations cause delays in application processing.

**Issue 2-6:** Processing of lease modification applications and mining plan modification permit revisions may be unnecessarily segmented adding to delay in the overall process.

**Issue 2-7:** United States Forest Service's (USFS) policies and procedures can cause lease-processing delays.

**Issue 2-8:** The initial financial burden to operators of obtaining a lease may lead to delays in development or bypass of Federal coal.

**Issue 2-9:** Billions of tons of Federal coal are economically difficult or unattractive to mine due to the cost of opening mines in undeveloped areas.

**Issue 2-10:** There are inconsistencies between mining plans submitted during leasing, the SMCRA permit approved by the regulatory authority, and the R2P2 recommended for approval by the BLM.

**Issue 2-11:** Powder River Regional Coal Team (RCT) may serve a redundant purpose.

### **Section 3 - NEPA**

**Issue 3-1:** The lack of available large-scale and cumulative data analyses slows the NEPA process for coal actions.

**Issue 3-2:** The Air Quality Modeling in BLM's NEPA Analysis is Costly and Time-Consuming.

**Issue 3-3:** The inconsistent coal data availability across states and agencies weakens the analysis of coal actions.

**Issue 3-4:** Separate BLM and OSMRE NEPA processes slow coal application process.

**Issue 3-5:** Litigation slows down development, leasing, permitting, and mining plan decisions.

**Issue 3-6:** Additional Categorical Exclusions are needed for small actions.

**Issue 3-7:** Coal projects are understaffed and not prioritized appropriately.

**Issue 3-8:** Because coal leasing does not authorize surface disturbing activities, evaluate whether leases could be approved using Categorical Exclusions (CX ).

### **Section 4 - Fair Market Value**

**Issue 4-1:** Determining FMV for small leases, lease modifications, or low value coal tracts does not warrant full analysis.

**Issue 4-2:** There needs to be the development of a national BLM FMV team to provide consistency and expediency to FMV determinations.

**Issue 4-3:** The third party review process by OVS of BLM's FMV determination does not have necessary guidance on standard data and methodology.

**Issue 4-4:** Adequate and consistent data is often difficult to obtain and is needed to complete pre-sale FMV determinations.

**Issue 4-5:** Low value coal properties could be disposed of or exchanged.

**Issue 4-6:** The lease modification application FMV process is unnecessarily long.

**Issue 4-7:** The statutory definition of "contiguous" for a lease modification creates a need for new leases in certain situations



### **Section 5 - Program Administration**

**Issue 5-1:** Implementing proposed actions in this report will require dedicated staff to supervise, coordinate, and ensure current and future workloads are managed throughout the field.

**Issue 5-2:** BLM and OSMRE do not have the ability to recruit and retain qualified coal personnel.

**Issue 5-3:** Inconsistent use of Electronic Files and Records causes delays in developing casefiles, processing FOIA requests, and preparing Administrative Records.

**Issue 5-4:** The MOU between BLM and OSMRE is outdated causing confusion with new program staff and adding to delays in processing times.

**Issue 5-5:** The public and coal applicants do not understand the roles, process, or timing of DOI agencies responsible for processing Federal Coal actions.

## **Appendix 3 -- State Recommendation Letters**



Indiana Department  
of Natural Resources

Eric Holcomb, Governor  
Cameron F. Clark, Director

14619 W. St. Rd. 48  
Jasonville IN 47438 9517  
June 15, 2017

Ms. Katharine S. MacGregor  
Acting Assistant Secretary  
Lands and Minerals Management  
US Department of Interior  
1849 C Street, N.W.  
Washington DC 20240

RE: Coal Program Review

Dear Ms. MacGregor:

Thank you for the opportunity to provide the Indiana Department of Natural Resources' perspective on the coal programs under the purview of the Department of Interior. We appreciate your willingness to undertake a review of these processes and are pleased that you have solicited state comments. The Department is the agency responsible for regulating the Surface Mining Control and Reclamation Act (SMCRA) in Indiana. Indiana does not have coal mining on Federal land, therefore, our comments pertain to non-Federal mining.

At this time, the Department has a good relationship with the local US Fish and Wildlife Service (USFW) office and issues that arise with the Endangered Species Act (ESA) are coordinated efficiently. The following comments pertain to the Office of Surface Mining (OSM) with some overlap into the Clean Water Act.

**Ten Day Notice:**

The Department recommends re-evaluating the use of the Ten-day Notice (TDN) process, especially with regard to citizen complaints. This process is burdensome to state programs and only serves as a way for OSM to interject itself into second-guessing state enforcement and permitting decisions. In the early days of state programs it was a useful tool, but is no longer. An example of how the TDN process is no longer effective is the current situation in Indiana where OSM issued a TDN as a result of a citizen complaint regarding Peabody Energy's bankruptcy. The original TDN was issued in February 2016 and amended in August 2016 due to an amended complaint from the citizen group. The Department responded to both TDN's in the allotted time. Although well over one year has passed since the Department's original response, OSM has yet to make a determination as to the appropriateness of the Department's actions. The TDN process was a poor choice by OSM to deal with such a large and complicated issue as a multi-state bankruptcy. The Department believes OSM and the states would be better served if OSM referred complainants to exhaust all avenues at the state level before OSM intervenes.

Page 2 of 3  
June 13, 2017  
Ms. Katharine S. MacGregor

**Oversight:**

The Department recommends a review, and refocus, of oversight activities on both Regulatory and AML programs. Oversight inspections for the past one to two years have focused on reclaimed sites and sites in Temporary Cessation of Operations (TCO) status. OSM has not made it a priority to inspect active operations. OSM routinely reviews the same criteria every year: citizen complaints, off-site impacts and reclamation success. However, they have been unwilling to look further at issues of importance to the Department.

The Department has suggested the past couple of years that OSM review Approximate Original Contour (AOC) in Indiana as it relates to stream replacement requirements from the US Army Corps of Engineers (USACE). These requirements have become a priority for mining companies. The result of stream replacement to USACE criteria is reclaimed land that is higher in elevation with steeper slopes descending to replaced waterways. Steeper slopes on reclaimed land, to accommodate a replaced stream, creates areas that most likely cannot be farmed. Indiana is an agricultural state and landowners, who are mostly farmers, want to put as much land as possible into agriculture.

The Department is also concerned that this type of reclamation, higher elevations of reclaimed land with steeper slopes descending to replaced streams, will lead to the development of hydrologic seeps that can contain highly mineralized water. The development of this situation, which will likely be irreversible, could lead to water quality issues that currently do not exist on Indiana's reclaimed coal mines. The Department recommends a review of the relationship between CWA requirements and SMCRA.

**Program Amendments:**

The Department recommends a review of the program amendment process. The Department's AML section has had a state plan amendment in process with OSM for over one year. As of this date the plan has yet to receive approval. This limits the Department to a 10% transfer of the AML grant into a set aside fund to address future acid mine drainage issues. The amendment to our state plan will allow 30% of the grant to go into that fund.

**Training:**

The TIPS and NTTP programs are important to both states and industry. A well trained work force is a value to all. OSM recently combined the steering committees of both groups into one and improvements are underway to streamline processes and reduce costs. However, additional funding should go toward upgrading TIPS and NTTP training courses. Another consideration is for OSM to provide more of their own staff as course instructors. Currently, OSM relies heavily on state instructors, placing a further strain on state staff and resources.

Page 3 of 3  
June 13, 2017  
Ms. Katharine S. MacGregor

**Grants:**

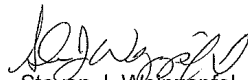
The Department recommends evaluating the grant process for both Regulatory and AML to address the necessity of continuous grant applications, estimates and close outs. We also recommend a review of the Grants section support for states. A recent audit of OSM's oversight of the Department's AML program by the Office of Inspector General resulted in OSM not standing behind grant processes employed by the Department. For many years, OSM approved these processes yet they made no attempt to clarify this fact once the draft audit report was issued.

**Funding:**

The Department recommends any savings from efficiencies gained by reforming OSM should be directed to assist states with programmatic improvements. Assistance for advancement of electronic permitting, database upgrades and advanced GIS mapping would be beneficial to all parties. Funding for these types of technological state program improvements should be provided as a non-match funding source.

Again, I want thank you for initiating this review and especially for seeking our input in the process. If you have any questions or need further information, please contact me at (812)665-2207 or [sweinzapfel@dnr.in.gov](mailto:sweinzapfel@dnr.in.gov).

Sincerely,



Steven J. Weinzapfel  
Director  
Division of Reclamation

SJW/tam

cc: Cameron Clark, Director, IDNR  
Chris Smith, Deputy Director, IDNR  
Jasonville File





MATTHEW G. BEVIN  
GOVERNOR

**ENERGY AND ENVIRONMENT CABINET**

300 SOWER BOULEVARD  
FRANKFORT, KENTUCKY 40601  
TELEPHONE: 502-564-3350  
TELEFAX: 502-564-7484

CHARLES G. SNAVELY  
SECRETARY

R. BRUCE SCOTT  
DEPUTY SECRETARY

June 15, 2017

Katharine S. MacGregor  
Acting Assistant Secretary  
Land and Minerals Management  
1849 C St NW  
Washington, DC 20240

Mitchell Leverette  
Bureau of Land Management  
Division of Solid Minerals  
BLM Washington Office  
1849 C Street, NW  
Washington, DC 20240  
Via email: [mleveret@blm.gov](mailto:mleveret@blm.gov)

Harry Payne  
Office of Surface Mining Reclamation and Enforcement  
Division of Regulatory Support  
1951 Constitution Ave, N.W.  
Washington, DC 20240  
Via email: [hpayne@osmre.gov](mailto:hpayne@osmre.gov)

Dear Ms. MacGregor, Mr. Leverette and Mr. Payne:

The Commonwealth of Kentucky appreciates the opportunity to provide information and suggestions as requested in your letter dated May 15, 2017. While Kentucky has little to offer related to the five areas of focus related to Federal coal leasing and permitting, we can provide suggestions as to how OSMRE can improve collaboration and coordination with other agencies that have a role in the mine permitting process.

**Roles and Responsibilities: State Primacy and OSM Oversight**

The Surface Mining Control and Reclamation Act (SMCRA) of 1977, Public Law 95-87, Part 101, Section (f) reads "*[The Congress finds and declares that] because of the diversity in terrain, climate, biologic, chemical, and other physical conditions in areas subject to mining*

[KentuckyUnbridledSpirit.com](http://KentuckyUnbridledSpirit.com)



An Equal Opportunity Employer M/F/D

June 15, 2017

Page 2 of 6

*operations, the primary governmental responsibility for developing, authorizing, issuing, and enforcing regulations for surface mining and reclamation operations subject to this Act should rest with the States.”*

To achieve primacy, a state must develop mining law as effective as SMCRA, implement regulations, and receive approval by OSMRE. Therefore, OSMRE in its oversight role, should establish cooperative and collaborative relationships with the primacy states with an emphasis on supporting the state program.

Once a state is granted primacy, the role of achieving the purposes of SMCRA lies primarily with the state. Kentucky received conditional program approval from OSMRE over 35 years ago on May 18, 1982. OSMRE’s primary role when a state has primacy is to:

- Monitor the state and conduct inspections to ensure the state is implementing, administering and enforcing the approved program;
- Ensure the state maintains its capabilities to fulfill the SMCRA responsibilities;
- Assist the state in implementing these responsibilities;
- Report on the evaluation of the state program;
- Work to resolve issues with the state in a timely manner that are identified through oversight;
- Pursue corrective actions provided by SMCRA, federal rules, and OSMRE policy if states are not meeting the program requirements.

#### **Changes on Oversight by OSM**

Since 2009, the concept of state primacy has evolved with OSMRE superseding approved regulatory programs through directives and policy memoranda. The starting point for this evolution is the June 11, 2009 Memorandum of Understanding (MOU) between the Department of the Interior, EPA and the Army Corps of Engineers titled “Implementing the Interagency Action Plan on Appalachian Surface Coal Mining.” This MOU sought to greatly expand federal oversight over coal mining in Appalachia without legislation. In this multi-agency Action Plan, the Department of the Interior pledged to:

1. Revise the Stream Buffer Zone Rule;
2. Revise the Approximate Original Contour requirements;
3. Promised that OSMRE would “reevaluate and determine how it will more effectively conduct oversight” of state permitting, enforcement and regulatory activities under SMCRA; and
4. Committed to “remove impediments” to OSMRE’s ability to “require correction of permit defects in SMCRA primacy states.”

Since execution of the MOU, the federal government has expanded its oversight of approved primacy programs and use of federal enforcement significantly as described in the below paragraphs.

June 15, 2017

Page 3 of 6

OSMRE Directive REG-8 established policies and procedures for oversight evaluations of state and tribal regulatory programs. The Directive encouraged States to assume the primary responsibility for regulating coal mining and reclamation activities (primacy). This Directive was revised in 2011 by former Director Joe Pizarchik. The revised Directive empowers Field Office Directors (FODs) in each state/tribe to "maintain independence" and encourages independent inspections by field offices, "*OSMRE will also conduct independent, unannounced oversight inspections, which will validate and enhance the credibility of both state and tribal regulatory programs and OSMRE's oversight.*" This rationale is inconsistent with state primacy. Directive Reg-8 needs to be revised to provide guidance to field office staff in the implementation of oversight activities. Kentucky recommends the formation of a committee to discuss revisions to the current Directive.

Former Director Joe Pizarchek also issued (Inspection Enforcement) INE 35 in 2011, rescinding all previous policies concerning the issuance of Ten Day Notices (TDNs). INE 35 changed the stated purpose of OSMRE policies and goals from cooperation, collaboration, and resolution to confrontation, conflict, and imposition of regulation. The policy allows/mandates OSMRE to utilize their resources to find problems that may or may not exist, and to force the state to utilize its resources to respond to issued TDNs. INE 35 states that a TDN must be issued if an OSMRE inspector perceives that a state inspector has failed to cite any violation of the state program during an OSMRE inspection. Not only does this detract from OSMRE's stated goals, it also diverts resources states could utilize to implement, administer, and enforce the approved primacy program. This current practice of OSMRE circumvents and bypasses the established procedures for resolving perceived deficiencies, and fails to resolve issues with states in a timely manner. This approach appears to be an attempt to conduct enforcement activities through policy, and to impose OSMRE's interpretation of the federal regulations on states' primacy programs (contrary to the tenants of SMCRA and federal rules).

In a July 27, 2016 Memorandum titled "A More Complete Enforcement of SMCRA and its Implementing Regulations" Director Pizarchik issued eight SMCRA enforcement directives to regional and field office directors. These enforcement directives require OSMRE to implement and enforce, pursuant to SMCRA, various provisions of the Clean Water Act (CWA) at mining sites, including compliance with CWA water quality standards. However, the U.S. EPA and in Kentucky's case, our own Division of Water, have the legal authority pursuant to the CWA to administer and enforce compliance with the CWA at mining sites. The U.S. EPA and our Cabinet have programs and experienced staff in place who are performing those tasks. Therefore, these OSMRE directives improperly infringe on the legal authority granted and reserved to the U.S. EPA and our Cabinet with respect to the CWA. This dual enforcement by OSMRE poses the risk of duplicative and inconsistent enforcement of the CWA in Kentucky and other states.

One of the enforcement directives in the July 27, 2016 Memorandum requires that a mining permit applicant that is in violation of any mining, **air** or **water** laws demonstrate that each violation has been corrected or is in the process of being corrected before a SMCRA mining permit can be issued. This same directive states that if a citizen complaint alleges that a mining permit applicant is in violation of air or water laws on any permits owned or controlled by the applicant, OSMRE will investigate and take enforcement action in cooperation with the authority

June 15, 2017

Page 4 of 6

issuing the violation to ensure that SMCRA permits are in compliance with its directive requiring compliance with air and water laws. This directive improperly extends OSMRE's authority to include enforcement of the Clean Air Act and presumably state air and water protection laws, once again infringing on the legal authority of the U.S. EPA and our Cabinet, which have direct responsibility for the enforcement of these laws.

The July 27, 2016 Memorandum has many similarities to the Stream Protection Rule (which has since been repealed by Congress) and constitutes an illegal regulation by policy of repealed regulations. On a related note, the Director of OSMRE's Lexington Field Office has confirmed to our Cabinet in 2017 that OSMRE is implementing this July 27, 2016 Memorandum in connection with inspections conducted on mining sites in Kentucky. OSMRE's imposition of these repealed enforcement directives is improper and is another example of infringement on Kentucky's SMCRA primacy and the legal authority of our Cabinet's water and air programs.

The following examples illustrate OSMRE's recent attempts to conduct enforcement activities through policy:

- From 2011-2015, all TDNs were generated from citizen complaints or requests. In 2015, only three (3) TDNs were issued. Then, in 2016, a significant increase in enforcement was observed—a total of fifteen (15) TDNs were received. Seven (7) of these TDNs (approximately 50 percent) were generated as the result of OSMRE oversight inspections. This appears to be a direct result of the July 27, 2016 memo released by OSMRE Director Pizarchik. This memo promoted enforcement of the Clean Water Act by SMCRA personnel.
- On April 19, 2017 OSMRE field personnel conducted a biological stream survey without following proper methods or protocol, attempting to establish material damage on discharges in compliance with the NPDES numeric standards. Narrative standards are established and enforced by the Kentucky Division of Water, the agency responsible for implementing the Clean Water Act in Kentucky.
- OSMRE is mandated to act on various parts of their oversight role within various timeframes. Invariably, the state is pushed to submit, respond or provide whatever is required within our timeframes; however, OSMRE routinely fails to meet their own self-imposed deadlines. These delays in turn require resources from the state to respond in an expedited timeframe when the state finally receives a response from OSMRE.

#### **Funding Issues**

State funding from OSMRE has been reduced by \$1.7 million dollars over the last six (6) years, (\$13.3M in 2011 down to \$11.6M in 2016), which is reflected in decreased staffing levels within the Kentucky Department for Natural Resources SMCRA Title V Programs (252 in 2011 to 188 in 2016 – a 25% staff reduction). Concurrent with the reduced federal funding to the state and the significant decrease in coal production in Kentucky (106M tons in 2011 down to 42.5M tons in 2016 – a 60% decrease in production), the local OSMRE Field Office on the other hand has

June 15, 2017

Page 5 of 6

since December 2015 hired additional technical staff and the number of oversight studies has increased.

OSMRE does have a relatively comprehensive training program under the auspices of the National Technical Training Program (NTTP) and Technical Innovation and Professional Services (TIPS), and Kentucky personnel regularly participate in these training programs. Because of stated OSMRE budget concerns, class offerings have been limited and instructor recruitment curtailed. Logistics for each training session has now been outsourced which was previously conducted by OSMRE staff in Washington, D.C. In-house travel personnel interacted with the class instructors to better schedule and locate convenient accommodations with the often accompanied field component. We recommend that the NTTP and TIPS programs be reassessed with new, more relevant topics, and established courses updated. State instructors are ready to fulfill that role if asked. In addition, in light of the significant reduction in coal production and active mines, Kentucky recommends that financial resources within OSM could be shifted diverted from state implementation oversight to training efforts between states and OSMRE.

#### **OSMRE Oversight Studies**

The regional OSMRE office (Pittsburgh) selects elements of the state mining program for oversight studies. These studies are conducted by regional technical teams. Kentucky notes two concerns:

1. It is not apparent if the selected subject of the study is a valid concern because the states are not consulted during the process of selecting a subject; and,
2. Minimal interaction between the state and federal personnel exists throughout the studies.

The state has little to no input in explaining how the state is compliant with the study component selected. Though this method of oversight is convenient for OSMRE, states—even in the same region—may address the particulars of a permitting or enforcement program differently. The same yardstick cannot measure variations in the climate, topography or coalfield characteristics, as inferred by Public Law 95-87. SMCRA is rife with references to the individual and unique characteristics of each state, which is best addressed appropriately by that state's primacy program.

Oversight studies conducted by the appropriate OSMRE Field Office in conjunction with state regulatory personnel have been successful in the past. An adequately balanced team of state and OSMRE personnel selects permits that reference the topic of the study and a permit package analysis is completed. Subsequently, field visits to the same permits occur and then the findings are discussed for the final report. Kentucky believes that all oversight studies should be joint studies with both state and federal representatives having a place at the table.

June 15, 2017

Page 6 of 6


**Specific Recommended Actions for OSMRE**

The Kentucky Department for Natural Resources, representing the state mining regulatory authority, recommends that the Department of the Interior take the following actions:

1. The Department of the Interior should withdraw from the MOU dated June 11, 2009 and the MOU as a whole be rescinded.
2. Directive REG-8 should be revised in consultation with the states.
3. Directive INE-35 should be rescinded and the previous Directive be reinstated and implemented with state input.
4. The July 27, 2016 memo from Joseph Pizarchik, Director of OSMRE, titled "A More Complete Enforcement of SMCRA and It's Implementing Regulations" should be rescinded.
5. Direct that all OSMRE oversight studies should be joint studies with the state.

Again, thank you for inviting us to comment on the coal permitting process. If you have any questions, please do not hesitate to contact my office at [charles.snately@ky.gov](mailto:charles.snately@ky.gov).

Sincerely,

  
Charles G. Snately, Secretary  
Kentucky Energy and Environment Cabinet

6/28/2017

DEPARTMENT OF THE INTERIOR Mail - Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process



Fishburne, Michelle &lt;mfishburne@osmre.gov&gt;

## Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

Fishburne, Michelle <mfishburne@osmre.gov>  
Draft

Wed, Jun 28, 2017 at 10:02 AM

----- Forwarded message -----

From: Coleman, Edward <EColeman@mt.gov>

Date: Wed, Apr 19, 2017 at 2:18 PM

Subject: RE: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

To: "gowens@osmre.gov" <gowens@osmre.gov>

Cc: Greg Conrad <gconrad@imcc.isa.us>, "rellis@imcc.isa.us" <rellis@imcc.isa.us>, "Berry, David (dberry@osmre.gov)" <dberry@osmre.gov>, "Fleischman, Jeffrey" <jfleischman@osmre.gov>, "Beth Botsis (bbotsis@imcc.isa.us)" <bbotsis@imcc.isa.us>, "mcalle@osmre.gov" <mcalle@osmre.gov>, "Yde, Chris" <CYde@mt.gov>, "Lane, Jennifer" <JLane2@mt.gov>, Phillip Perlewitz <pperlewi@blm.gov>, "Dorrington, Christopher" <CDorrington2@mt.gov>

Hi Glenda,

Thank you for providing this opportunity to comment and make suggestions on streamlining the current NEPA process. As I was uncertain what format to submit Montana's comments in, I have pasted them into the email below and also attached a pdf. Please let me know if you have any questions, would like additional information, or would like this information in a different format.

### Streamlining the NEPA Process:

Identified below are concerns Montana DEQ, Coal and Opencut Mining Bureau, have identified with the current NEPA process as it relates to coal leasing and mine permitting. We have also identified areas for potential improvement.

### Concerns with ongoing projects:

- Currently, technical specialists from multiple agencies are reviewing the same sections of an EIS and providing written comments. In the Western Energy Area F EIS, the two lead agencies (OSMRE and MT DEQ) have somewhat different requirements under NEPA and the Montana Environmental Policy Act (MEPA); therefore, some duplication of review is necessary. BLM, however, is a cooperating agency and has recently conducted in-depth reviews of the entire document after years of limited involvement; thus, unnecessary duplication and reconciliation efforts are being expended 5-years into this project.

- o Example: When a hydrology section is submitted to the agencies for review, it is sent to the agency specialists. In this case, technical specialists and general reviewers from all three agencies review the same section, submit comments separately, and quite frequently the comments conflict with one another or relate more to preference of writing style than substance. Subsequently, the EIS consultant has to reconcile the comments and then come back to the agencies for resolution. This can cause significant delays if there are a lot of comments or major disagreements.

<https://mail.google.com/mail/u/0/?ui=2&ik=a024b397f5&jsver=IEZPUTRTfcl.en.&view=pt&cat=Action%2FBLM%20Mining%20Task%20Force%2FState%20Co...> 1/4

6/28/2017

DEPARTMENT OF THE INTERIOR Mail - Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

- o Ideas for Improvement: Provide clear direction for each agency and their staff. Develop a preparation plan and MOU responsibilities that more clearly defines the roles of each agency and their level of involvement. Have management ensure that technical staff are following the preparation plan and MOU responsibilities. The project lead for each agency should also filter comments to ensure that previously addressed concerns are not revisited when someone new reviews a section of the EIS.
  - o Another area that would streamline the process is if OSMRE had clear direction on which NEPA guidance to use. Currently, the OSMRE NEPA guidance is 30 years old so OSMRE is relying on DOI and BLM NEPA guidelines. However, many of the NEPA questions OSMRE faces are specific to SMCRA and coal mining, and aren't addressed in the DOI or BLM guidance. It is our understanding that OSMRE has started the process of updating their NEPA guidance; this would definitely streamline the process.
  - o Recent litigation has changed the way OSMRE does their NEPA process. It is essential for the new guidance, mentioned above, to be updated in real time by competent people. These updates are critical so that EISs in progress are adjusted in a timely manner and legal interpretations of litigation decisions are made by solicitors and not technical staff. Decisions on what direction the NEPA document needs to go due to litigation outcomes have in the past languished and updated guidance should speed up decision-making on NEPA related issues.
  - o If localized success stories of efficiencies in the NEPA/coal regulatory process are identified through this survey, it would be beneficial to analyze whether they could be used to re-structure the process and relationships of the various agencies.
- While the purpose and need for federal coal leasing has not changed, there is a recent expectation that the coal leasing process have a more in-depth level of environmental analyses (from EA to EIS). Because the federal leasing action does not result in direct environmental damage, and environmental impacts are analyzed during the mine permit and federal mine plan review, it seems the level of analysis at the time of leasing could be streamlined.
  - o Ideas for Improvement: Could the analysis for coal leasing be limited to coal quantity and quality and economics of resource development? This would streamline the process because the environmental impacts are analyzed by the state Regulatory Authority and OSMRE during the permitting and federal mine plan development processes.
  - o How does the coal leasing process compare to the process for federal oil and gas leasing? Are there efficiencies that could be gained through review of that leasing process compared to coal leasing?
- The purpose of completing an EIS should be the generation of a document that informs the decision makers and the public about the potential environmental impacts of a proposed action and other reasonable alternatives. Currently, EIS documents are so extensive in size and analysis that they no longer meet the original purpose.
  - o Idea for Improvement: Provide clear direction on the purpose of the EIS, as well as how much analysis is needed (see previous comment on updated guidance document). Restrict the actual EIS document to a presentation and discussion of the environmental concerns/issues. If additional more in-depth analysis is needed, it could be included in supporting documents (e.g. appendices, reports, memos).



6/28/2017 DEPARTMENT OF THE INTERIOR Mail - Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

- Delays in the federal leasing process can affect the viability of an active mine. For example, if a Lease by Modification or Lease by Application does not proceed in a timely manner, a coal company may be required to abandon mine expansion plans because the federal coal resource was not made available for lease in a timely manner. As per the Montana Strip and Underground Mine Reclamation Act, a coal mine cannot have an area in temporary cessation for more than 5 years at the time of permit renewal. Therefore, if additional coal reserves do not become available within that timeframe due to delays in leasing, the operator will be required to reclaim that particular area and may subsequently abandon the federal coal.

Thank you for your time and consideration of our comments.

Edward L. Coleman, Chief  
Coal and Opencut Mining Bureau  
Montana Department of Environmental Quality  
(406) 444-4973; Fax (406) 444-4988

---

**From:** Beth Botsis [mailto:bbotsis@imcc.isa.us]  
**Sent:** Tuesday, April 11, 2017 6:02 PM  
**To:** Coleman, Edward; 'Edwards, Alan'; Wendtland, Kyle; 'Dana Dean'; johnbaza@utah.gov; Brannon, Ginny; Boulay, Mike; 'Fogels, Edmund J (DNR)'; brent.goodrum@alaska.gov  
**Cc:** 'Greg Conrad'; 'Owens, Glenda'; rellis@imcc.isa.us  
**Subject:** Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process  
**Importance:** High

OSMRE and BLM have formed a Coal Mining Work Group and are working together to consider ways to streamline and bring more efficiency to the federal coal regulatory process, and to identify areas of duplication that exist between the agencies in the NEPA process. Glenda Owens requested that IMCC reach out to those western states that have federal coal seeking your input. She is requesting your suggestions and comments by early next week as to how OSMRE and BLM can improve the efficiency of the federal coal regulatory/NEPA process.

I will be out on personal leave for the next several days. Please send your responses directly to Glenda at gowens@osmre.gov to assure she receives them in a timely manner. Please also copy IMCC.

Thanks,

Beth

**Beth A. Botsis**  
**Deputy Executive Director**  
**Interstate Mining Compact Commission**  
**445A Carlisle Drive**  
**Herndon, VA 20170**

6/28/2017 DEPARTMENT OF THE INTERIOR Mail - Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

**Ph: 703.709.8654**

**Fax: 703.709.8655**

**Email: [bbotsis@imcc.isa.us](mailto:bbotsis@imcc.isa.us)**

**Website: [www.imcc.isa.us](http://www.imcc.isa.us)**



—  
**Glenda H. Owens**  
Deputy Director  
U.S. Department of the Interior  
Office of Surface Mining Reclamation and Enforcement  
(O) 202-208-4006  
(F) 202-219-3106  
[gowens@osmre.gov](mailto:gowens@osmre.gov)

—  
**Harry J. Payne**  
Chief, Division of Regulatory Support  
Office of Surface Mining Reclamation and Enforcement  
1951 Constitution Ave, NW  
Mail Stop 203  
Washington, DC 20240  
202-208-2895

—  
**Michelle Fishburne**  
Regulatory Analyst  
  
Office of Surface Mining Reclamation and Enforcement  
Division of Regulatory Support  
Mail Stop 203  
1951 Constitution Avenue, NW  
Washington, DC 20240  
Phone: (202) 208-2982

---

 **NEPA\_EfficienciesFin.pdf**  
54K

6/28/2017

DEPARTMENT OF THE INTERIOR Mail - Fwd: Efficiency of the NEPA Process



Fishburne, Michelle &lt;mfishburne@osmre.gov&gt;

---

**Fwd: Efficiency of the NEPA Process**


---

**Fishburne, Michelle** <mfishburne@osmre.gov>  
Draft

Wed, Jun 28, 2017 at 1:46 PM

---

 Forwarded message
 

---

From: **Owens, Glenda** <gowens@osmre.gov>  
Date: Wed, Apr 26, 2017 at 5:35 PM  
Subject: Fwd: Efficiency of the NEPA Process  
To: Harry Payne <hpayne@osmre.gov>

FYI

---

 Forwarded message
 

---

From: **Martinez, Fernando, EMNRD** <fernando.martinez@state.nm.us>  
Date: Wed, Apr 26, 2017 at 4:37 PM  
Subject: Efficiency of the NEPA Process  
To: "Glenda H. Owens" <gowens@osmre.gov>, "Berry, David" <dberry@osmre.gov>

Good Afternoon Director Owens:

The New Mexico Coal Mine Reclamation Program appreciates the opportunity to make suggestions on the efficiency of the federal coal regulatory/NEPA process. Each of our actively producing mines have already been permitted for the fullest extent of expected disturbance, so NEPA was completed years ago. The San Juan Mine, Deep Lease Extension, EIS, currently underway, is our only recent experience with NEPA. This EIS seems to be a good example of a streamlined process since OSM has taken the lead and the state and other agencies are cooperating to make this process as efficient as possible.

Thanks,

Fernando

---

*Glenda H. Owens*  
Deputy Director  
U.S. Department of the Interior  
Office of Surface Mining Reclamation and Enforcement

<https://mail.google.com/mail/u/0/?ui=2&ik=a024b397f5&jsver=IEZPUTRTfci.en.&view=pt&q=nepa%20process&qe=true&search=query&msg=15c6cfc97eaa0a...> 1/2

6/28/2017

DEPARTMENT OF THE INTERIOR Mail - Fwd: Efficiency of the NEPA Process

(O) 202-208-4006  
(F) 202-219-3106  
gowens@osmre.gov

-

**Harry J. Payne**

Chief, Division of Regulatory Support  
Office of Surface Mining Reclamation and Enforcement  
1951 Constitution Ave, NW  
Mail Stop 203  
Washington, DC 20240  
202-208-2895

-

**Michelle Fishburne**  
Regulatory Analyst

Office of Surface Mining Reclamation and Enforcement  
Division of Regulatory Support  
Mail Stop 203  
1951 Constitution Avenue, NW  
Washington, DC 20240  
Phone: (202) 208-2982

## North Dakota's Comments on the Federal Coal Programs

**Regulations, Policy, and Guidelines.** With regard to leasing of Federal coal, the requirements are much more onerous than leasing private or state owned coal. The time that it takes to lease Federal coal has increased significantly in recent years and at times, it appeared that the BLM had little interest in issuing leases. In addition, the mining companies were uncertain if a Federal coal lease would be issued in a timely manner to accommodate their mining plan and were making plans to bypass certain Federal coal tracts.

In North Dakota, only the coal is Federally owned, the surface is privately or state owned. Payments made under some of the newer surface leases are tied to the coal production from that tract, i.e., the surface owner will receive a greater payment if the Federal coal is mined than if it were not mined. In at least one instance, the surface owner has expressed concern that if the Federal coal under his property is bypassed because a lease was not issued in a timely matter, he would receive a much smaller royalty/lease payment than if it were to be mined. Failure to issue leases in a timely manner affects the revenue of the Federal government, state government, local governments (a portion of the royalty payments made to the state are passed on to the local government), and in some instances, the surface owner.

A lot of criticism is directed at the Federal coal leasing program because of the lack of competitive bidding for Federal coal tracts. Mining companies develop their mine plans based on future reserves including Federal coal tracts. It is highly unlikely that another mining company would have any interest in or bid on Federal coal tracts within another mining company's extended mine plan primarily based on economic reasons, especially when they do not have other leasehold interests in the area.

**Leasing and Permitting.** BLM issues the leases for Federal coal. Once the Federal coal has been leased, OSM must issue the Mine Plan Approval before the mining of the Federal coal can take place. Leasing of the Federal coal and Mine Plan Approval have traditionally been separate actions even though much of the same information is required for both actions. Both actions are subject to NEPA analysis and both require approval by the Assistant Secretary of Land and Minerals. This results in a significant amount of duplicative efforts. Combining the Federal coal leasing and Mine Plan Approval processes into a single action would make the process more efficient while still providing the required environmental protection.

Most of the Federal coal in North Dakota is in "checker-board" pattern intermixed with private (fee) or state owned coal. Federal coal comprises less than 15% of the permitted area in North Dakota and only the coal is Federally owned as the surface is privately or state owned. In the past, mining companies would permit Federal coal tracts based on a surface lease and then apply for the Federal coal lease approximately 3 years before mining was scheduled to take place on the tract. Due diligence requirements prevent the mining companies from applying for the Federal lease more than 5 years prior to it being mined. During the past 8 years, the time required for obtaining a Federal lease and subsequent mine plan approval has increased dramatically. This has resulted in the

mining companies bypassing (or considering bypassing) certain Federal coal tracts that could not be leased (and mine plan approval obtained) in a timely manner to accommodate mining schedules. This results in operational and economic inefficiencies in the mining and reclamation process. The irony of bypassing Federal coal tracts is that it results in additional land being disturbed than would not otherwise be disturbed if the Federal coal were to be mined. Surface disturbances will be conducted over unleased Federal coal to the extent necessary to maximize the recovery of coal on the adjoining private or state owned tracts. In addition, any coal production that is forfeited as a result of being bypassed, other lands will be disturbed and mined to meet production demands. When a Federal coal tract is bypassed, the Federal coal will most likely never be mined in the future as it would not be economically feasible to go back and mine the coal from an isolated tract. As a result, the Federal government and the State of North Dakota will not receive royalty payments or tax revenues for the bypassed coal.

Under SMCRA, states may assume program primacy provided the state program is as stringent and effective as SMCRA. North Dakota assumed primacy of SMCRA in 1980 and we have been the regulatory authority for surface coal mining in North Dakota since that time. However, we only have true primacy for the private and state owned lands because the mining of Federal coal is subject to OSM approval over and above our approval (i.e., mining of Federal coal cannot take place until mine plan approval is granted by OSM). The environmental protection standards for the Federal coal tracts are no different from those for privately or state owned surface or coal tracts. Simply put, another level of approvals is needed when Federal coal is involved, therefore the state does not truly have primacy for Federal coal tracts. If our program standards are adequate for all privately and state owned tracts, one could assume that it would also be adequate for all Federal coal tracts as well.

**National Environmental Policy Act (NEPA).** With regard to leasing Federal coal and subsequent mine plan approval, BLM and OSM should coordinate activities and conduct one NEPA analysis that would be adequate for both actions. In the past, a significant amount of effort was expended on preparing separate NEPA analyses for the leasing and MPA actions. The items of concern for both NEPA analyses are nearly identical so combining these into a single analysis would streamline the process and still provide the required environmental analysis.

BLM and OSM have indicated that the “shelf life” of an EIS is 5 years and will be required to be updated every five years. While updating the EIS to identify new T&E species or other new items of concern is appropriate, but requiring a whole new analysis is not appropriate. This approach will make the NEPA analysis a moving target. Once the mining has begun on a Federal coal tract, further NEPA analysis including updates should terminate. The decision to lease and approve the mine plan was based on the best available information at the time the NEPA analysis was conducted. Once mining has begun on the Federal coal tract, it may be too late to evaluate and address any new concerns identified in an updated or modified EIS.

Including an evaluation of the air quality impacts (from the combustion of the coal) appears to be a requirement of every coal related NEPA analysis conducted in recent years. This seems to be best addressed in a Programmatic Environmental Impact

Statement (PEIS) rather than in the individual NEPA analysis conducted for each Federal coal lease and mine plan approval. Updating the PEIS to address air quality impacts associated with the combustion of coal may prevent “re-inventing the wheel” in every NEPA analysis as is typically done now. The PEIS could be incorporated into the NEPA analysis by reference.

**Fair Market Value (FMV).** In North Dakota, BLM determines the FMV of the leased coal, and then the mining company requests a royalty reduction to account for the true value of the lignite (discounted to account for the lower value of lignite coal). The process seems flawed in that the FMV is not initially determined on the true value of the coal.

**Program Administration.** Many Federal agencies and programs become involved in leasing and permitting of Federal coal (and non-Federal coal as well). In recent years, we have seen some of these agencies try to exert their jurisdiction to the non-Federal coal tracts as well. In one instance, a BLM archeologist called into question the cultural resource survey that was completed for the non-Federal coal tracts. Clearly, their jurisdiction was restricted to the Federal coal tracts that were being considered for leasing.

The lines of authority and responsibility of the various Federal agencies need to be clearly drawn and understood by all participants in the leasing and MPA processes. Regulatory roles and jurisdiction of the various agencies need to be clearly delineated and understood. Currently there is too much second-guessing and blurred lines of jurisdiction in this regard.

From: [lanny.erdos@dnr.state.oh.us](mailto:lanny.erdos@dnr.state.oh.us) <[lanny.erdos@dnr.state.oh.us](mailto:lanny.erdos@dnr.state.oh.us)>  
 Date: Tue, Jun 6, 2017 at 9:02 AM  
 Subject: Ohio Comments Federal Coal Leasing/Permitting non-federal lands  
 To: Harry Payne <[hpayne@osmre.gov](mailto:hpayne@osmre.gov)>, "Mitchell Leverette" ([mleveret@blm.gov](mailto:mleveret@blm.gov)) <[mleveret@blm.gov](mailto:mleveret@blm.gov)>

Harry/Mitchell:

Please find Ohio's comments relative to the above. Ohio appreciates the opportunity to provide feedback/comment.

Again, thank you for the opportunity to comment on the internal review of coal programs regulated by the Bureau of Land Management (BLM) and the Office of Surface Mining (OSM).

Ohio has limited experience with permitting of federal lands, but has issued several exploration permits for the Wayne National Forest, and has reviewed and issued underground mining permits also in the Wayne National Forest. The underground permits were issued conditionally requiring the company to obtain right of entry from the BLM before any mining could take place on those lands. The company started the leasing process in 2011 and they are hoping that they are close to completing a lease with BLM, but it has *not yet materialized*. The company indicated that they are having a difficult time obtaining the leases because the process of leasing is very difficult, complex and lengthy. They have already been forced to mine around federal coal reserves, which may now be a lost opportunity as the coal will be difficult (if not impossible) to mine in the future. Developing streamlined leasing and permitting systems would be beneficial in these situations.

States with primacy programs have become very efficient at working through the SMCRA permitting process and coordinating with agencies to complete permit reviews. The state programs coordinate with the USFWS, State Historic Preservation Office, OEPA/USEPA, USACOE, OSM and many state and local agencies to ensure all laws and regulations are addressed in mining permits. A recommendation would be to designate a primary agency to coordinate permit reviews and to develop agreements between agencies to make sure the process progresses efficiently. Maintaining the permitting coordination and processing at the state level is important to ensure efficiencies.

One of the more effective and common sense methods of improving the permitting process is to set time limits for agency reviews of applications. Experience shows that in cases where several agencies with many different workloads and objectives are trying to work together has proven that it's very difficult to have permit reviews completed timely. Building timeframes into agency MOUs or agreements can be beneficial for keeping the applications on track. Timelines should be spelled out in the regulations, guidelines or agreements between agencies.

Joint meetings can be an effective tool to accomplish goals and keep the permitting process on track. Many agencies are not completely familiar with the mining process making it difficult for them to make meaningful and relevant comments; however, joint meetings among agencies ensures a transfer of knowledge relative to the application; and further ensures that all agencies become familiar with other agency programs, allowing the process to run more efficiently. Ohio



has found that perceived roadblocks can be removed through agencies learning more about the mining process, potential impacts, and methods to minimize impacts.

Ohio currently has a good working relationship with the USFWS and is operating under an MOU developed in consultation with OSM and FWS. Ohio's current MOU allows for permit issuance with a condition for not affecting designated areas within the permit if resolution on protection measures has not been achieved. Recently, an expansion of areas involving T & E species was not received until well after the areas (counties/townships) where certain species or their habitat might be present had been expanded. States should receive notification from USFWS when adding or proposing to add a species to the T & E list, or expanding/adding areas. In addition, USFWS should be encouraged to begin the process of developing consistent site-specific protective measures as soon as possible after a species is proposed and prior to becoming listed.

The USFWS/OSM MOU signed in December 2016 addressing implementation of the 2016 programmatic Biological Opinion is being revised. OSM is reinitiating formal programmatic consultation with the USFWS to obtain a new programmatic biological opinion based on the existing regulatory program. It is recommended that states/tribes be included in this consultation and development process of a new MOU between the agencies.

Clean Water Act provisions clearly make allowances for offsite mitigation of streams and wetlands, in-lieu fee programs, banking, and other measures that promote and create opportunities for mitigation other than on-site restoration of streams and wetlands that may be impacted by mining operations. SMCRA requires coordination with CWA agencies and compliance with CWA provisions on coal mining applications but does not contain these same allowances or options. Agency coordination is recommended.

Additionally, relative to the CWA, one specific item that has caused delay is the five-year expiration date of the jurisdictional determination from where the 404 permitting decisions are made. Given the multi-year planning and development that any business must pursue, a 10-year timeframe for re-evaluation of on-site federal waters would be more practical, perhaps not even necessary in some parts of the country that experience less development.

Many coal operators comment that obtaining 404/401 permits are their biggest hurdles in the coal permitting process. Nationwide (NW) 404 and regional permits can be very effective methods in reducing permitting time and efforts of agencies. When mining projects fit within the parameters of the NW permit the permitting process can progress more quickly. One issue is that at times the restrictions applied to the NW permits are very limited making them of little use for mining. The impacts of mining are well documented and understood, so a useful NW permit or a regional permit for mining should be something that can be worked out between the agencies. The DOI should work with USEPA and the USFWS to streamline the permitting process through joint agreements and workable permits.

Remining is a good example of agencies working together to accomplish shared goals. The Ohio remining program is the result of a workgroup consisting of ODNR, OSM, Ohio EPA, USACOE (Corps) and industry, formed to discuss and work out policies and procedures that satisfy agency objectives. Ohio has many pre-SMCRA sites that need reclaimed and the most cost effective and efficient way to accomplish the reclamation is through remining. Remining consists of

permitting, mining and reclaiming legacy mining sites consisting of old spoils, pits and highwalls while at the same time remediating many environmental and land use problems. Along with numerous incentives built into the regulations and policies, the Corps can issue a Nationwide Remining Permit to cover the affectment of waters of the US in these areas. The NW permit is an excellent incentive for remining. The Division also worked with the OEPA to develop NPDES permits with remining modified effluent limits and best management practices policies which also incentivize remining. Thousands of acres of previously un-reclaimed spoils and highwalls are now being reclaimed through these joint efforts.

Additionally, from a broader perspective, dual or triple regulation reduces accountability to the public and regulated community. Layers of permitting actions make the process *less* transparent. Agency and program consolidation should strongly be examined in order to clarify permitting responsibilities.

Thank you again for this opportunity to comment. Ohio looks forward to working with our federal partners. Please feel free to contact me with any questions or concerns.

Lanny E. Erdos - Chief  
ODNR, Division of Mineral Resources Management

*Email correspondence to and from the sender may be subject to Ohio's Public Records Law and may be disclosed to third parties.*

MARY ANN PRITCHARD  
DIRECTOR



MARY FALLIN  
GOVERNOR

STATE OF OKLAHOMA  
DEPARTMENT OF MINES

June 15, 2017

Katharine S. MacGregor, Acting Assistant Secretary  
Land and Minerals Management  
U.S. Department of the Interior  
Washington, D.C. 20240

Re: Request for comments on the review of federal coal leasing by BLM and the regulation of surface coal mining operations by OSM

Dear Ms. MacGregor:

The Oklahoma Department of Mines (ODM) has a historically good working relationship with the Bureau of Land Management (BLM). BLM officials in Oklahoma have been professional and good partners for our coal industry. During the Obama Administration, delays in the permitting and review process and a moratorium on new coal leasing while battles over coal royalties raged were discouraging. Anything that can be done to bring "certainty" and shorten the timeframe from the date of permit application to the date of permit decision would be of great value. As far as suggestions for improving the BLM leasing process, ODM believes that there might be areas within the NEPA process that could be streamlined, with less duplication between BLM's and OSM's Environmental Assessment (EA).

During the past decade, the Office of Surface Mining (OSM) has attempted "enhanced" enforcement, causing duplication of inspection and enforcement efforts, confusion, and animosity between OSM and ODM. ODM would recommend that OSM respect state primacy and concentrate on a technical support and advisory role on program issues. Improved federal funding of OSM's TIPs program and technical training workshops would be of great help.

Sincerely,

A handwritten signature in cursive script that reads "Mary Ann Pritchard".

Mary Ann Pritchard  
Director



June 12, 2017

Katharine S. MacGregor  
Acting Assistant Secretary  
Land and Minerals Management  
U.S. Department of the Interior  
Washington, DC 20240

Dear Ms. MacGregor:

Pennsylvania's Mine Regulatory and Abandoned Mine Land Programs offer the following comments in response to your May 15 request for input regarding interactions with the Bureau of Land Management and the Office of Surface Mining Reclamation and Enforcement (OSMRE). The following comments are limited to OSMRE since the Commonwealth does not have any federal coal, and therefore has limited interaction with the Bureau of Land Management.

The comments below are separated into two categories. The first items represent areas where OSMRE should reduce their focus and resources. The second set of items are areas where increased focus and resources are recommended:

#### **Less Focus Warranted**

**Topic-Specific Oversight Studies:** This is a resource-intensive oversight activity that can be useful when properly focused and deployed. However, numerous contemporaneous and/or overlapping studies often run for years. These studies should be consolidated into regional or multi-state projects when practicable and limited in number in order to efficiently use limited state staff. *(See recommendations in the 2014 report of the Program Efficiency Work Group, which was part of the SMCRA Government Efficiencies Project)*

**Independent Inspections:** In 2011, OSMRE revised Directive REG-8 to include a requirement that 10% of oversight inspections be conducted as independent, unannounced inspections. The implementation of this new independent inspection process, particularly the short-term notification protocol, has limited state participation in these inspections. Independent inspections conducted without state participation results in increased Ten-Day Notices, which promotes inefficiency. *(See recommendations in the 2014 report of the Program Efficiency Work Group, which was part of the SMCRA Government Efficiencies Project)*

**Ten-Day Notices (TDNs):** State investigations of citizens' complaints are often overlain by OSMRE TDNs. In some cases, an identical complaint is also filed with OSMRE, resulting in even more redundancy and un-necessary parallel investigations. OSMRE should regularly engage with state regulators before issuing TDNs. This will help avoid issuance of TDNs in cases where OSMRE could respond that there is an ongoing state investigation.

Office of Active and Abandoned Mine Operations  
Rachel Carson State Office Building | P.O. Box 2063 | Harrisburg, PA 17105-2063 | 717.783.9958 | [www.dep.pa.gov](http://www.dep.pa.gov)

Ms. Katharine MacGregor

-2-

June 12, 2017

*(See recommendations in the 2014 report of the Program Efficiency Work Group, which was part of the SMCRA Government Efficiencies Project)*

#### **More Focus Warranted**

**Timely Processing of Program/Plan Amendments:** Multiple Title V and AML Emergency Program Amendments have been in the queue for years and OSMRE indicates it will be years until they are finally processed. Processing program and reclamation plan amendments is one of the primary purposes of SMCRA and should be a priority. OSMRE resources should be dedicated to ensure the timely processing of these amendments. *(See recommendations in the 2014 report of the Program Efficiency Work Group, which was part of the SMCRA Government Efficiencies Project)*. Pennsylvania's outstanding Title V and Title IV program amendments are listed below. Several date back to 2010.

Title V program amendments are as follows:

- Regulation changes correcting 13 Required Program amendments (Submitted March 17, 2010, Federal Register Notice August 4, 2010)
- Correction for Program Amendment 938.16(uuu) (Submitted August 6, 2010, Federal Register Notice March 9, 2011)
- Ownership and Control rules (Submitted September 15, 2010, Federal Register Notice April 4, 2011)
- Alternate effluent limits for passive treatment (87.102(e)) (Submitted October 1, 2010, Federal Register Notice March 25, 2011)
- Coal Ash regulations (Chapter 290) (Submitted March 13, 2012, Federal Register Notice July 11, 2012)
- ABS Program Management (Submitted November 14, 2016, Federal Register Notice March 10, 2017)

Title IV program amendment is as follows:

- Pennsylvania Abandoned Mine Reclamation Plan, Amendment No. 3, The Pennsylvania Emergency Response Reclamation Program (Emergency Program), (Submitted November 22, 2016, Federal Register Notice Pending)

**Administrative Record files:** Currently, both OSMRE and states maintain SMCRA Administrative Record files. Efficiencies could be gained by having one central electronic Administrative Record file maintained by OSMRE and accessible to the states.

**Timely Announcement and Processing of AML Grant Distributions:** Since prior year fees are due by October 31 of each year, the announcement of the AML Grant Distributions should not take until January or later of the following year. OSMRE should focus on timely grant distribution announcements to avoid delays in planning AML projects.

Ms. Katharine MacGregor

-3-

June 12, 2017

**More and Better Coordination/Communication with States/Tribes:** Recent updates to the Federal Assistance Manual (FAM) and several OSMRE Directives (AML-1 and AML-22) were completed with no review or comment by the states and tribes. In other cases, comments were solicited, but were ignored and were not acknowledged. Also, OSMRE has various guidance documents out as final that were issued without notifying the states and tribes. States often discover these documents were issued by stumbling across them on OSMRE's website or when an OSMRE employee references the documents during oversight.

**Commit Resources to Updating and Improving AMLIS and Clearly Communicate the Accuracy and Limitations of the Data Stored in AMLIS:** Data from AMLIS is routinely accessed by the public, the media, and OSMRE which is then used to portray the accomplishments and effectiveness of AML Programs across the country inaccurately. OSMRE has not done a good job of clearly indicating what information is tracked in AMLIS and what is not.

**Defend AML and Regulatory Programs for Implementing Their Programs in Accordance with SMCRA:** The media, politicians, representatives of NGOs, and the general public have often criticized AML and regulatory programs for doing things they perceive as inappropriate. These critiques are often based on mis-information. OSMRE has often chosen to remain silent under these circumstances. OSMRE should be an advocate for the work conducted under SMCRA and needs to support and provide accurate information about state and tribal AML and regulatory programs, which are carrying out those programs in full compliance with the Act's provisions.

**OSMRE Should Focus Staff and Resources on Collaboration and Technical Assistance Rather than Pure Oversight:** Instead of a focus on top-down "enforcement" of the AML and regulatory programs, OSMRE should shift its resources to assisting states and tribes in implementing effective AML and regulatory programs. OSMRE staff could better be utilized for technical assistance to states/tribes rather than meaningless oversight reports that do not provide any significant benefit or improvements to the state/tribal programs. Technical assistance priorities should be driven by state needs and assistance should be structured and implemented to provide timely support. *(See recommendations in the 2014 report of the Program Efficiency Work Group, which was part of the SMCRA Government Efficiencies Project)*

Several of our comments include a reference to the 2014 Government Efficiencies Project, which was a collaborative effort between OSMRE and the states/tribes to identify SMCRA-related activities that can be managed more effectively. The Program Efficiency Work Group report, which was part of that effort, provides additional, useful recommendations regarding many of the issues highlighted above.

Thank you for this opportunity to provide input. We are encouraged by the Department of the Interior's outreach on this subject and look forward to working with you to improve federal/state coordination.

Ms. Katharine MacGregor

-4-

June 12, 2017

If you have any questions, please feel free to contact me by email at [jstefanko@pa.gov](mailto:jstefanko@pa.gov) or by telephone at 717.783.9958.

Sincerely,

A handwritten signature in black ink, appearing to read 'John A. Stefanko', followed by a long horizontal line.

John A. Stefanko  
Deputy Secretary  
Active and Abandoned Mine Operations



GARY R. HERBERT  
Governor

SPENCER J. COX  
Lieutenant Governor

## State of Utah

### DEPARTMENT OF NATURAL RESOURCES

MICHAEL R. STYLER  
Executive Director

### Division of Oil, Gas and Mining

JOHN R. BAZA  
Division Director

Mitchell Leverette  
[mleveret@blm.gov](mailto:mleveret@blm.gov)

Harry Payne  
[hpayne@osmre.gov](mailto:hpayne@osmre.gov)

Dear Mr. Leverette and Mr. Payne:

As part of your review of the Department of Interior Coal Programs and interaction between the BLM and OSMRE we would like to see OSM more involved in the leasing NEPA. In the past few years, the OSM Western Region has been requiring supplemental EAs to cover issues they felt were missing from brand new NEPA decisions made by the BLM and Forest Service in the State of Utah. I would suggest that OSM coordinate better with the BLM and Forest Service during their lengthy NEPA process and get any additional analyses included as part of the leasing NEPA. To wait until we have a complete permit and do a supplemental EA is not efficient in the least; it is taking up to 10 years to get NEPA done for a lease, and then the entire process begins again when a complete permit is forwarded to OSM. We don't think it would be wise to ignore the issues that are in the supplemental EAs, just more efficient to address them during the leasing NEPA process. The Denver Office has been doing a good job of processing supplemental EAs in a timely manner, but the entire time frame can be avoided by including the issues in the original NEPA.

We would also like to point out that at times it seems we are duplicating efforts between the State and Federal government. This is particularly true when dealing with effects of mining on Federal surface. Often there are conflicting technical opinions on such things as seed mixes, reference areas, and mitigation requirements for wildlife or subsidence impacts or standards for reclamation success. Many times during our agency consultations we are asked to include special permit stipulations that have previously been identified as lease stipulations. Other times a permit stipulation may be required, even though the issue has been addressed in the mine plan. This seems to be redundant and unnecessary.

We have a cooperative agreement signed by the Governor of Utah and the Secretary of Interior which states at 30 CFR 944.30 (I)B: The purposes of this Agreement are to (a) foster Federal-State cooperation in the regulation of surface coal mining and reclamation operations and activities and coal exploration operations not subject to 43 CFR part 3480; (b) minimize intergovernmental overlap and duplication; and (c) provide uniform and effective application of the Program on all lands in Utah in accordance with SMCRA, the Program, and this Agreement.

1594 West North Temple, Suite 1210, Salt Lake City, UT 84116  
PO Box 145801, Salt Lake City, UT 84114-5801  
telephone (801) 538-5340 • facsimile (801) 359-3940 • TTY (801) 538-7458 • [www.ogm.utah.gov](http://www.ogm.utah.gov)





Page 2

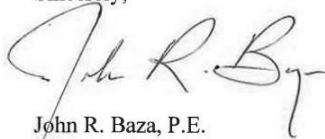
June 15, 2017

Subject: Coal Files Letter

The State needs to be trusted to do its job. With good coordination and communication, most of the duplicative efforts can be avoided. It should also be noted that OSM should not be relying on federal guidelines in oversight with the states. Guidelines are not rules, and only rules and statutes hold up under legal review.

The Division of Oil, Gas and Mining appreciates the opportunity to comment. If you have questions or need further information, please contact Dana Dean at 801.538.5320 or [danadean@utah.gov](mailto:danadean@utah.gov) or Daron Haddock at 801.538.5325 or [daronhaddock@utah.gov](mailto:daronhaddock@utah.gov).

Sincerely,

A handwritten signature in dark ink, appearing to read "John R. Baza". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

John R. Baza, P.E.  
Director

6/28/2017

DEPARTMENT OF THE INTERIOR Mail - Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process



Fishburne, Michelle &lt;mfishburne@osmre.gov&gt;

## Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

Fishburne, Michelle <mfishburne@osmre.gov>  
Draft

Wed, Jun 28, 2017 at 10:11 AM

----- Forwarded message -----

From: Dana Dean <danadean@utah.gov>  
Date: Fri, Apr 14, 2017 at 2:00 PM  
Subject: Re: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process  
To: "Owens, Glenda" <gowens@osmre.gov>  
Cc: John Baza <johnbaza@utah.gov>, Greg Conrad <gconrad@imcc.isa.us>, Ryan Ellis <rellis@imcc.isa.us>, Beth Botsis <bbotsis@imcc.isa.us>, Daron Haddock <daronhaddock@utah.gov>, Steve Alder <stevealder@utah.gov>

Hi Glenda,

We received this request Wednesday and understand you need a quick response. Without a lot of time, we can't be too detailed, but I did have some thoughts.

In the past few years the OSM Western Region has been requiring supplemental EAs to cover issues that they felt were missing from brand new NEPA decisions made by the BLM and Forest Service in the State of Utah. I would suggest that OSM coordinate better with the BLM and Forest during their lengthy NEPA process and get any additional analyses included as part of the leasing NEPA. To wait until we have a complete permit and do a supplemental EA is not efficient in the least, it is taking up to 10 years to get NEPA done for a lease, and then the entire process begins again when a complete permit is forwarded to OSM. We don't think it would be wise to ignore the issues that are in the supplemental EAs, just more efficient to address them during the leasing NEPA process.

The Denver Office has been doing a good job of doing the supplemental EAs in a timely manner, but that entire time frame could be avoided by including the issues in the original NEPA.

Thank you,  
Dana

Dana Dean, P.E.  
Associate Director - Mining  
Utah Division of Oil, Gas and Mining

ogm.utah.gov

Like us on Facebook! <https://www.facebook.com/utahoilgasandmining>

On Tue, Apr 11, 2017 at 6:01 PM, Beth Botsis <bbotsis@imcc.isa.us> wrote:

OSMRE and BLM have formed a Coal Mining Work Group and are working together to consider ways to streamline and bring more efficiency to the federal coal regulatory process, and to identify areas of duplication that exist between the agencies in the NEPA process. Glenda Owens requested that IMCC reach out to those western states that have federal coal seeking your input. She is requesting your suggestions and comments by early next week as to how OSMRE and BLM can improve the efficiency of the federal coal regulatory/NEPA process.

I will be out on personal leave for the next several days. Please send your responses directly to Glenda at [gowens@osmre.gov](mailto:gowens@osmre.gov) to assure she receives them in a timely manner. Please also copy IMCC.

<https://mail.google.com/mail/u/0/?ui=2&ik=a024b397f5&jsver=IEZPUTRTfcl.en.&view=pt&cat=Action%2FBLM%20Mining%20Task%20Force%2FState%20Co...> 1/2

6/28/2017 DEPARTMENT OF THE INTERIOR Mail - Fwd: Time-Sensitive Response Requested to OSMRE re. Efficiency of the NEPA Process

Thanks,

Beth

**Beth A. Botsis**  
**Deputy Executive Director**  
**Interstate Mining Compact Commission**  
**445A Carlisle Drive**  
**Hemdon, VA 20170**  
**Ph: 703.709.8654**  
**Fax: 703.709.8655**  
**Email: [bbotsis@imcc.isa.us](mailto:bbotsis@imcc.isa.us)**  
**Website: [www.imcc.isa.us](http://www.imcc.isa.us)**



—  
*Glenda H. Owens*  
Deputy Director  
U.S. Department of the Interior  
Office of Surface Mining Reclamation and Enforcement  
(O) 202-208-4006  
(F) 202-219-3106  
[gowens@osmre.gov](mailto:gowens@osmre.gov)




---

west virginia department of environmental protection

Division of Mining and Reclamation  
601 57<sup>th</sup> St, SE  
Charleston, WV 25304  
304-926-0490

Jim Justice, Governor  
Austin Caperton, Cabinet Secretary  
dep.wv.gov

June 15, 2017

Mitchell Leverette  
Chief, Solid Minerals Division  
Bureau of Land Management  
United States Department of the Interior  
1849 C Street, WO 320  
Washington, DC 20240

Harry Payne  
Chief, Division of Regulatory Support  
Office of Surface Mining, Reclamation and Enforcement  
United States Department of the Interior  
1951 Constitution Avenue, NW - Mail Stop 203  
Washington, DC 20240

Re: May 15, 2017 Letter of Acting Assistant Secretary Katherine MacGregor

Dear Mr. Leverette and Mr. Payne:

I am writing in response to Acting Assistant Secretary Katherine MacGregor's May 15, 2017 letter to me. In her letter, Acting Assistant Secretary MacGregor requested suggestions for improving the efficiency of Interior Department programs for leasing and permitting both federal and non-federal coal mining. The letter lists five focus areas identified for improved efficiency by Interior Department agencies. It also states that the regulatory process under the Surface Mining Control and Reclamation Act (SMCRA), the Clean Water Act (CWA) and the Endangered Species Act (ESA) is being evaluated for all coal mining activities.

The great majority of the coal mined in West Virginia comes from non-federal lands. The state has a small amount of federal coal within its borders. We offer the following suggestions for improving the efficiency of coal mine permitting:

**Recognize and Respect the Expertise of the State Regulatory Programs.** Less than 1% of America's coal production comes from states in which Office of Surface Mining (OSM) is the primary regulator. This has been the case since most states gained primacy under SMCRA in the early 1980's. The states, not OSM, have the experience and expertise in carrying out complex regulatory programs. Our state operates one of the best, if not the best, regulatory programs in the country. Privately, our federal counterparts will recognize this. Oversight should be refocused to concentrate on making already excellent state programs more efficient

Promoting a healthy environment.

and productive, not more bureaucratic. OSM's continual search for fixes for things that are not broken is unproductive.

**Stay Within the Bounds Congress Established.** Congress put the states and EPA, not OSM, in charge of permitting and enforcement under the CWA. Out of the volume of the Code of Federal Regulations that the OSM regulations occupy, only one sentence, which is repeated in two places, deals with CWA effluent limitations. Yet, based on these two regulations, a predominant focus of OSM over the last few years has been interference with the state regulators to whom Congress gave the responsibility for carrying out the CWA. OSM bureaucrats who have limited, if any, exposure to the CWA are second guessing the considered judgment of state regulators whose expertise has been gained over a career. OSM needs to return to its core mission and respect the CWA authority Congress vested in state regulators and EPA. The OSM Director's Memorandum of July 24, 2016 endorsing and expanding OSM's interference with the states' CWA authority violates § 702 of SMCRA in many ways and should be rescinded.

**Respect the Limits of Oversight Authority.** Congress gave states "exclusive" regulatory authority with limited federal oversight. Direct federal action in a primacy state is authorized only in the case of a condition caused by a surface mining operation that constitutes an "imminent harm" or where the state regulatory authority fails to take appropriate action within ten days of notice (a "ten-day notice" or "TDN") from OSM of a suspected violation. In this latter circumstance, OSM is empowered to act only after it has conducted its own on-the-ground inspection of the suspected violation. OSM's expansion of the TDN process beyond on-the-ground violations to apply to alleged mistakes made in state permits exceeds its authority under SMCRA. Many of these alleged defects are nothing more than differences of opinion between state professionals who have spent months reviewing permit information and federal regulators who have not. OSM's use of TDN's in this way results in an unwieldy and burdensome flow of paper between OSM and state regulators. This is the source of much inefficiency. It requires much time and effort that could otherwise be used productively in permitting. The use of TDN's for so-called permit defects is unlawful and should be halted. OSM's routine oversight authority is the lawful way for it to conduct oversight of state permits.

**Respect State Sovereignty and Process State Program Amendments.** States must be allowed to seek efficiencies through modifications to their state programs. Two factors have combined to effectively bar states from doing this. First, OSM regulations prohibit a change in the law making up the state regulatory program from taking effect until after OSM has approved the change. Second, OSM put a virtual halt to the state program amendment approval process - it has been more than eight years since West Virginia received final OSM approval of a state program amendment. Every program amendment is the result of the most fundamental of all incidents of state sovereignty. Each of them, whether it be a change in statute or state regulation, is adopted through passage of a bill by our legislature that is signed into state law by our governor. Denial of effectiveness to state enactments through federal bureaucratic inaction raises serious constitutional issues. OSM must remove this obstacle to the ability of the states to achieve efficiencies. It must make approval of state program amendments one of its highest priorities.

**Make the Process for Resolution of Endangered Species Act Concerns Work.** West Virginia experiences significant delays in permitting due to the unwillingness of the United

States Fish and Wildlife Service (USF&WS) to agree upon clear, consistent and reasonable measures for protection of endangered species. There should not be a moving target for state agencies and industry. Among other things, the USF&WS has developed an expectation that adequate protective measures, alone, are not enough and enhancement measures for endangered species must always be required. Some of the measures the USF&WS has demanded may actually be harmful to endangered species, e.g., a demand that permit applicants actually capture endangered bats and implant tracking devices in them for USF&WS's use. Because the USF&WS has come to expect such quid pro quos, any consultation with USF&WS is difficult to conclude. This time-consuming process significantly delays issuance of permits that could provide needed jobs for our citizens.

West Virginia has a full member of the Interstate Mining Compact Commission (IMCC) nearly since its inception. We endorse any suggestions the IMCC may have for improvement of permitting efficiency that do not conflict with what we have set forth above.

If you have any questions or would like to discuss any of these suggestions further, please contact me at (304) 926-0490.

Sincerely,



Harold D. Ward

Cc Katherine MacGregor, Acting Assistant Secretary, Department of the Interior  
Gregory E. Conrad, Executive Director, Interstate Mining Compact Commission  
Derek Scarbro



Matthew H. Mead, Governor

## Department of Environmental Quality

*To protect, conserve and enhance the quality of Wyoming's environment for the benefit of current and future generations.*



Todd Parfitt, Director

June 15, 2017

Katharine S. MacGregor  
Acting Assistant Secretary-  
Land and Minerals Management

RE: Response to Department of Interior Request for Comments on an Internal Review of Coal Programs

Dear Ms. MacGregor,

Thank you for the opportunity to collaborate and provide input into your internal review process of coal programs managed and regulated by the Department of Interior. The Wyoming Department of Environmental Quality (WYDEQ), following the five suggested areas outlined in your May 15, 2017, letter, offers the following for your consideration.

### 1. Regulation, Policy, and Guidelines:

Federal coal leasing is governed by a wide array of statutes, regulations, policies, and other guidance that agencies try to synthesize and seek to improve.

The Lease by Application (LBA) process and Lease by Modification (LBM) process have been used and improved since the decertification of the Powder River Basin. This process of lease nomination and then Environmental Impact Statement (EIS) development has worked well and has provided for a competitive bidding process that has benefitted both the State and the Federal government since implementation.

Expansion of the National Environmental Protection Agency (NEPA) scope beyond the fundamental leasing process has significantly extended the review time of coal leasing and permitting. Prior to 2008, the average coal leasing action took four years, and permitting took two years. In contrast, since 2008 the average time it takes to secure a lease is nine to eleven years. These delays to state and federal government revenue receipts from the bonus bids, taxes, royalties, and ad valorem is substantial when the time value of money is considered. Operational expense is also increased for the coal operators.

WYDEQ recommends OSMRE become an active cooperating agency during the leasing process. This should reduce or eliminate the need to conduct a second Environmental

200 West 17th Street · Cheyenne, WY 82002 · <http://deq.wyoming.gov> · Fax (307)635-1784

ADMIN/OUTREACH (307) 777-7937	ABANDONED MINES (307) 777-6145	AIR QUALITY (307) 777-7391	INDUSTRIAL SITING (307) 777-7369	LAND QUALITY (307) 777-7756	SOLID & HAZ. WASTE (307) 777-7752	WATER QUALITY (307) 777-7781
----------------------------------	-----------------------------------	-------------------------------	-------------------------------------	--------------------------------	--------------------------------------	---------------------------------

Katharine S. MacGregor

June 15, 2017

RE: Response for Comment on an Internal Review of Coal Programs

Page 2 of 5

Assessment (EA) to approve the federal mine plan and prevent the need to reopen NEPA.

WYDEQ recommends that OSMRE review the mine plan and associated impacts and clarify with the BLM the data that are necessary in the EIS leasing document.

## **2. Leasing and permitting:**

The regulatory structure underlying the Federal coal leasing program has been in place since the late 1970's. Under the Federal coal leasing program, the Government determines where and how much coal to offer for the lease. This process has evolved based upon the results of litigation, BLM review, and other reviews such as reports by the DOI Office of Inspector General and the U.S. Government Accountability Office; however, the underlying leasing and permitting structure has not changed.

The leasing structure has changed considerably in the PRB since the 1970s. The major change was the determination to decertify the PRB and move to the LBA and LBM leasing process in 1984. The *Report to the Commission On Fair Market Value for Federal Coal Leasing* in 1984 was the basis for the transition to "maintenance leasing". This system has served the public's best interest in securing a fair market value of the coal leasing actions. It is also important to consider that the Wyoming area surface coal mines are large and expansive in nature and the infrastructure required to support these operations is extensive. Therefore, it is very difficult for a new operation to be developed in this established coal region. This fact is recognized in the BLM Regional Management Plan (RMP) and the coal producing area of the PRB is clearly defined in the RMP, and further supports the move to maintenance tract leasing under the LBM and LBA processes.

WYDEQ recommends that the EIS recognize that the mines in WY are area surface mines and reclamation is concurrent with mining operations. This should be detailed to provide clarity. Use of the correct definition and terminology is important to cooperating agencies such as OSMRE with NEPA reviewers from different regions of the U.S. The EIS should also reference acres permitted, disturbed, reclaimed, and reclaimed acres in agricultural production or industrial repurpose.

## **3. National Environmental Policy Act (NEPA):**

The review process plays an important role in the analysis of environmental effects of proposed actions and possible mitigation of these effects. However, the delay and uncertainty surrounding these actions make investment less attractive, stifle economic



Katharine S. MacGregor

June 15, 2017

RE: Response for Comment on an Internal Review of Coal Programs

Page 3 of 5

growth, and hinder job creation. The following improvements to the NEPA process would substantially increase the efficiency and timeliness of environmental reviews.

*Coordination:* A complex stratum of laws and regulations in addition to NEPA requirements makes permitting a cumbersome process. DOI should seek combined and concurrent processes with other state and federal regulatory agencies.

Designate the Bureau of Land Management as the lead agency to manage NEPA reviews. Wyoming has a Memorandum of Understanding (MOU) and cooperative relationships with the Wyoming State BLM office, district offices, and field offices. Working with cooperating agencies is important to identify data gaps, interpret data, and develop alternatives and potential mitigation measures. NEPA reviews are strengthened when cooperating agencies are involved early in the process.

The Environmental Protection Agency (EPA) and the Office of Surface Mining (OSM) reviews often focus on mitigation measures for the proposed action. This can lead to time-consuming negotiations between agencies. If the agency feels the measures are inadequate they may require revision and initiate another round of review or public comment.

*Schedule:* The lead agency should develop meaningful and expedient timelines for the review process. These timelines should be developed early in the process. When cooperating agencies have regular and significant engagement in the review process revisions are minimized and process timelines are achievable.

*Data:* Early and well-defined scoping and significant engagement of local and state governments will focus environmental review and data needs on issues relevant to a meaningful decision. Coordinating with cooperating agencies will take advantage of existing studies and data resources. This should be especially pertinent with coal actions.

*Preferred Alternative:* Identify the preferred alternative as early as practical in the process to focus resources on the full development and analysis of the most likely alternative. While all alternatives must be analyzed and comments from the public considered the level of analysis and resource commitment to those other than the preferred should be appropriate.

#### **4. Fair Market Value (FMV).**

The FMV determination is part of the leasing process and begins with a pre-sale estimate of value for prospective Federal coal properties. This is an integral part of the leasing process that can often be unnecessarily lengthy.

Katharine S. MacGregor

June 15, 2017

RE: Response for Comment on an Internal Review of Coal Programs

Page 4 of 5

The Fair Market Value protocols were developed from the *Report to the Commission On Fair Market Value for Federal Coal Leasing* in 1984. The BLM has come under considerable scrutiny regarding how this calculation was derived. The questions that have been raised are related to the strict confidence in how the final valuation is made. It is important to consider that the coal operators are always bidding against a minimum valuation that has been independently calculated by the BLM. This number is blind to the potential bidders and represents a valuation based on fair market conditions. As a result of an increased interest in the process, BLM has been taking additional time to make certain that the final valuation represents a fair market value determination. This requires additional human resources to complete this work, and BLM has been unable to acquire those resources at this time.

WYDEQ recommends that the BLM clarify this history in the leasing EIS document. This information provides the fundamental rationale for the leasing program structure today. Specific reference to *The Report to the Commission On Fair Market Value for Federal Coal Leasing* in 1984 should be made.

WYDEQ also recommends maintaining the current requirement that keeps the FMV determination confidential so that the base valuation is not known by potential bidders.

## **5. Program Administration:**

Mining of Federal coal requires the oversight of multiple DOI agencies with different obligations that operate under different statutes and missions.

The BLM and Office of Surface Mining Reclamation and Enforcement (OSMRE) have cooperating agency status as it relates to coal leasing, permitting, and compliance enforcement. These agencies have MOU's not only with each other, but also with the state of Wyoming. BLM and OSMRE serve different functions. The BLM is charged with the leasing and oversight of the Resource Recovery and Protection Plan (R2P2) and the OSMRE is charged with permitting and oversight of the state coal mining program, as Wyoming has primacy under the Surface Mine Control and Reclamation Act of 1977 (SMCRA). The overlap of the BLM and OSMRE actions takes place when OSMRE reviews the mine operations plan prior to approving a right of entry or right to access the coal. OSMRE has taken the position that because of the time it takes to complete the leasing action, an additional and independent Environmental Assessment (EA) is required. This action is a clear expansion of NEPA process and results in considerable duplication of expenditure of state and federal resources.

Katharine S. MacGregor

June 15, 2017

RE: Response for Comment on an Internal Review of Coal Programs

Page 5 of 5

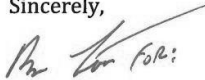
WYDEQ recommends that OSMRE be a cooperating agency on the original BLM EIS and have its concerns addressed in the final EIS. Coordinating these actions early in the process would eliminate duplication and streamline the process.

WYDEQ further recommends that OSMRE use the final EIS at a minimum and preferably the Record of Decision (ROD) as the start date for the EIS determination. This is the only appropriate date because it encompasses the final impacts of the proposed action.

Acceptance of this as the start date of the EIS final decision resolves the issue of the EIS becoming stale and nullifies arguments for an additional EA of the mine plan to approve federal right of entry to the coal reserve.

Thank you again, in the spirit of cooperative federalism, for the opportunity to provide input into the DOI process to improve the coal management and permitting process. WYDEQ looks forward to future opportunities to provide input to the DOI to improve the regulatory process. Please feel free to contact me at 307-777-7937 or [todd.parfitt@wyo.gov](mailto:todd.parfitt@wyo.gov) if you have questions or if WYDEQ can be of further assistance.

Sincerely,



Todd Parfitt  
Director

cc: Mike McGrady  
Jessica Crowder  
Kyle Wendtland  
Brian Lovett  
Jeff Fleishman  
Greg Conrad

**To:** Cameron, Scott[scott\_cameron@ios.doi.gov]  
**From:** Foss, Sarah  
**Sent:** 2017-09-11T11:09:58-04:00  
**Importance:** Normal  
**Subject:** Re: IG Followup  
**Received:** 2017-09-11T11:10:11-04:00

Morning Scott,  
Thank you!

Sarah Foss

U.S. Department of the Interior  
Office of Inspector General  
703-487-8054

On Mon, Sep 11, 2017 at 10:51 AM, Cameron, Scott <scott\_cameron@ios.doi.gov> wrote:

Hi Sarah,  
Mary Pletcher's folks will be giving you a copy of the package of handouts, presumably today.

Thanks,  
Scott  
Scott J. Cameron  
Principal Deputy Assistant Secretary for Policy, Management and Budget  
Office of the Secretary of the Interior  
Desk 202 208 4242  
Cell 202 706 9031

On Fri, Sep 8, 2017 at 12:17 PM, Foss, Sarah <(b)(6),(b)(7)(C)@doioig.gov> wrote:

Good Afternoon Scott,  
I'm following up with you about the meeting we had on 31 August. You mentioned that ERB members were provided handouts during the second ERB meeting. I am wondering if you would have a chance to locate those documents and if so could you provide us a copy at your earliest convenience.

If you have any questions please don't hesitate to contact me.

Respectfully,  
Sarah Foss

U.S. Department of the Interior  
Office of Inspector General  
(b)(6),(b)(7)(C)

**To:** Cameron, Scott[scott\_cameron@ios.doi.gov]; Olivia Ferriter[olivia\_ferriter@ios.doi.gov]; Amy Holley[Amy\_Holley@ios.doi.gov]  
**Cc:** Elena Gonzalez[maria\_gonzalez@ios.doi.gov]; Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**From:** Summers, Christina  
**Sent:** 2017-09-08T15:48:24-04:00  
**Importance:** Normal  
**Subject:** Re: Agency Reform Plan - DRAFT - as of 9/4/17  
**Received:** 2017-09-08T15:49:09-04:00  
[Agency Reform Plan 9.8.17 345 pm.docx](#)  
[Agency Reform Plan 9.8.17 345 pm.pdf](#)

Attached is the latest version. I cleaned up the formatting and filled in all blanks. I also updated all references to the Executive Orders to be more consistent.

I plan to deliver a hard copy of this version to Jim's office, and will include a note requesting his expedited review and approval of the Secretary's Message on page 34. I will be coordinating with Rob Howarth over the weekend to ensure the final version of the Secretary's Message, as approved by Jim, goes through the appropriate clearance levels, to include the Dep Sec, Solicitor's Office, and the Secretary's Chief of Staff.

I have also provided Jim, Scott and Amy my cell number so I can complete any necessary updates to the plan over the weekend.

Christina

On Wed, Sep 6, 2017 at 5:32 PM, Cameron, Scott <scott\_cameron@ios.doi.gov> wrote:

Hello everyone,

This version reflects my edits this afternoon to what Christina gave me mid-afternoon. I am giving this version to Jim today.

Thanks,  
Scott  
Scott J. Cameron  
Principal Deputy Assistant Secretary for Policy, Management and Budget  
Office of the Secretary of the Interior  
Desk 202 208 4242  
Cell 202 706 9031

On Wed, Sep 6, 2017 at 5:09 PM, Olivia Ferriter <olivia\_ferriter@ios.doi.gov> wrote:

Thanks! Will read in the car tomorrow morning!

Sent from my iPad

On Sep 4, 2017, at 2:54 PM, Summers, Christina <christina\_summers@ibc.doi.gov> wrote:

Attached is the updated DRAFT of the Agency Reform Plan.

I plan to add in a few additional elements tomorrow (such as the high level timeline, criteria descriptions for the regional, field and local levels, and charts on the JMA model). I also have additional narrative from Scott which I'm weaving into the document.

(b)(5)

Tomorrow I will work on a new version of the document that will reflect the Secretary's modified vision, (b)(5)

(b)(5)

Christina

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director  
Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibc.doi.gov](http://www.ibc.doi.gov)

Your Focus: Your Mission  
Our Focus: You

<Agency Reform Plan 9.4.17.pdf>

<Agency Reform Plan 9.4.17.docx>

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director

Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibc.doi.gov](http://www.ibc.doi.gov)

Your Focus: Your Mission  
Our Focus: You



# Agency Reform Plan

U.S. Department of the Interior

*Preparing Land and Water Management for the Next 100 Years*



U.S. Department of the Interior  
AGENCY REFORM PLAN

*Page Intentionally Left Blank*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Table of Contents

<b>Executive Order: Comprehensive Plan for Reorganizing the Federal Government</b>	<b>4</b>
Executive Order Summary	4
OMB Guidance M-17-22	4
Components of Interior's Reform Proposal	5
<b>Federal Government-wide Reform Proposal</b>	<b>6</b>
Current challenges across the Federal Government	6
Current challenges across Federal Land and Water Management Agencies	7
Necessity for a Government-wide Culture Change	10
The future frontier: One Federal Land and Water Management Agency	12
Benefits of One Federal Land and Water Management Agency	13
Implementation approach	14
The Secretary's Vision: scope and prioritization	15
<b>Interior's Reform Proposal</b>	<b>17</b>
The Secretary's vision for a new Interior	17
Current challenges across Interior	17
The necessity of culture change within Interior	19
Leadership development & career path planning	22
1. Realign Office of the Special Trustee and the Land Buy Back Program to the Assistant Secretary of Indian Affairs	23
2. Reorganize and consolidate BOEM/BSEE	23
3. Realign the Office of Natural Resources Revenue to the Assistant Secretary for Land and Minerals Management	24
4. Realign the Offices of International Affairs and Native Hawaiian Relations to the Assistant Secretary for Insular Areas	24
5. Realign Indian Arts and Crafts Board to the Assistant Secretary for Indian Affairs	25
6. Eliminate funding for unnecessary programs	25
7. Eliminate reports to decrease agency reporting burden	26
8. Propose restructure of DOI regions	27
9. Move BLM, BOR and FWS bureau headquarters West	29
10. Management of FTEs in Washington, DC, and Denver, CO	30
11. Transfer Bureau of Indian Education to the Department of Education	31
12. Consolidate and co-locate DOI regional offices	31
13. Implement shared leadership model	32

U.S. Department of the Interior  
AGENCY REFORM PLAN

<b>14. Emphasize shared administrative support services and coherent management (FBMS, IBC, FITARA)</b>	<b>33</b>
<b>The Secretary's Message</b>	<b>34</b>
<b>The Next Frontier of Federal Land and Water Management</b>	<b>34</b>
<b>Appendix A: Interior's Agency Reform Plan Elements &amp; Approach</b>	<b>35</b>
<b>Analytical Framework</b>	<b>35</b>
<b>Agency Reform: Public Input</b>	<b>35</b>
<b>Performance Goals and Indicators</b>	<b>35</b>
<b>Costs, Budget Impacts and Timeline</b>	<b>35</b>
<b>Appendix B: Public Input</b>	<b>37</b>
<b>Appendix C: Stakeholder Impact Matrix</b>	<b>39</b>
<b>Appendix D: Reports Recommended for Elimination</b>	<b>40</b>
<b>Appendix E: Long-Term Workforce Plan</b>	<b>42</b>
<b>Major Workforce Actions</b>	<b>43</b>
<b>Appendix F: Current Interior Regional Boundaries</b>	<b>47</b>
<b>Appendix G: USFS, NMFS, USACE, EPA Regional Boundaries</b>	<b>50</b>
<b>Appendix H: Leasing Rates Table</b>	<b>52</b>
<b>Appendix I: Additional programs recommended for elimination of funding</b>	<b>53</b>

<b>Deleted:</b> Executive Order: Comprehensive Plan for Reorganizing the Federal Government . 4¶	
Executive Order Summary . 4¶	
OMB Guidance M-17-22 . 4¶	
Components of Interior's Reform Proposal . 5¶	
Federal Government-wide Reform Proposal . 6¶	
Current challenges across the Federal Government . 6¶	
Current challenges across Federal Land and Water Management Agencies . 7¶	
Necessity for a Government-wide Culture Change . 10¶	
The future frontier: One Federal Land and Water Management Agency . 12¶	
Benefits of One Federal Land and Water Management Agency . 13¶	
Implementation approach . 14¶	
The Secretary's Vision: scope and prioritization . 15¶	
Interior's Reform Proposal . 17¶	
The Secretary's vision for a new Interior . 17¶	
Current challenges across Interior . 17¶	
The necessity of culture change within Interior . 19¶	
1. Realign Office of the Special Trustee and the Land Buy Back Program to the Assistant Secretary of Indian Affairs . 23¶	
2. Reorganize and consolidate BOEM/BSEE . 23¶	
3. Realign the Office of Natural Resources Revenue to the Assistant Secretary for Land and Minerals Management . 24¶	
4. Realign the Offices of International Affairs and Native Hawaiian Relations to the Assistant Secretary for Insular Areas . 24¶	
5. Realign Indian Arts and Crafts Board to the Assistant Secretary for Indian Affairs . 25¶	
6. Eliminate funding for unnecessary programs . 25¶	
7. Eliminate reports to decrease agency reporting burden . 26¶	
8. Propose restructure of DOI regions . 27¶	
9. Move BLM, BOR and FWS bureau headquarters West . 29¶	
10. Management of FTEs in Washington, DC, and Denver, CO . 30¶	
11. Transfer Bureau of Indian Education to the Department of Education . 31¶	
12. Consolidate and co-locate DOI regional offices . 31¶	
13. Implement shared leadership model . 32¶	
14. Emphasize shared administrative support services and coherent management (FBMS, IBC, FITARA) . 33¶	
The Secretary's Message . 34¶	
The Next Frontier of Federal Land and Water Management . 34¶	
Appendix A: Interior's Agency Reform Plan Elements & Approach . 35¶	
Analytical Framework . 35¶	
Agency Reform: Public Input . 35¶	
Performance Goals and Indicators . 35¶	
Costs, Budget Impacts and Timeline . 35¶	...

**Formatted:** Default Paragraph Font, Font: Not Bold, Check spelling and grammar

**Formatted**

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Executive Order: Comprehensive Plan for Reorganizing the Federal Government

### Executive Order Summary

On March 13, 2017, the President of the United States Donald J. Trump issued Executive Order 13781: *Comprehensive Plan for Reorganizing the Federal Government*, which directed the Office of Management and Budget (OMB) and federal agencies to work together on a large-scale plan to reorganize and reshape the federal government. Through the Executive Order, the President directed the head of each federal agency to submit a plan to OMB to reorganize the agency, if appropriate, in order to improve the overall efficiency, effectiveness, and accountability of that agency.

The Executive Order also directed the Director of OMB to develop a government-wide reform plan, which would provide recommendations to eliminate unnecessary agencies, components of agencies, and agency programs, and to merge functions. The reform plan should also include recommendations for any legislation or administrative measures which are necessary to achieve the proposed reforms.

Additional guidance was provided to the Director to consider the following factors:

- *Whether some or all of the functions of an agency, a component, or a program are appropriate for the Federal Government or would be better left to State or local governments or to the private sector through free enterprise;*
- *Whether some or all of the functions of an agency, a component, or a program are redundant, including with those of another agency, component, or program;*
- *Whether certain administrative capabilities necessary for operating an agency, a component, or a program are redundant with those of another agency, component, or program;*
- *Whether the costs of continuing to operate an agency, a component, or a program are justified by the public benefits it provides;*
- *The costs of shutting down or merging agencies, components, or programs, including the costs of addressing the equities of affected agency staff.*

### OMB Guidance M-17-22

To achieve the requirements set forth in the Executive Order, on April 12, 2017, the Director of OMB issued the memorandum M-17-22 “Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce,” providing additional guidance to all federal agencies. In the memorandum, OMB addressed the need for a government-wide reform to better serve the American people, who are increasingly dissatisfied with the cost and

U.S. Department of the Interior  
AGENCY REFORM PLAN

performance of the federal government. OMB highlighted the need for the federal government to focus on eliminating or reducing programs, instead of establishing additional duplicative programs. OMB also requested input from each agency on proposals for internal agency reforms and cross-cutting government reforms.

OMB instructed agencies to look at the alignment of agency activities with the mission, resulting in proposals in the following four categories:

- Eliminate activities
- Restructure or merge
- Improve organizational efficiency and effectiveness
- Workforce management

OMB has instructed all federal agencies to submit an Agency Reform Plan and a Workforce Reduction Plan as part of each agency's FY 2019 Budget submission.

\*\*\*

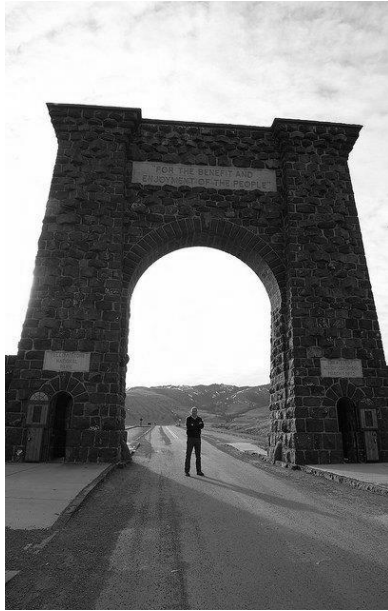
#### Components of Interior's Reform Proposal

To address the President's Executive Order 13781 and OMB Memorandum M-17-22, the Secretary of the Interior proposes the following federal government-wide and internal agency reforms, as organized within the following 3 components:

- Federal Government-wide Reform Plan (as proposed by Interior)
- Interior's Agency Reform Plan
- Interior's Long-Term Workforce Plan (see *Appendix E*)

Interior's proposals address all four categories identified by OMB.

U.S. Department of the Interior  
AGENCY REFORM PLAN



## Federal Government-wide Reform Proposal

### The Interior Secretary's Vision: A New Frontier in Federal Land and Water Management

In response to the President's Executive Order 13781 and the OMB Director's Memorandum M-17-22, the Secretary of the Interior has set forth a bold and transformational government-wide vision, which seeks to address many of the challenges the federal government faces today. Under the Secretary's strategic vision and leadership, Interior seeks to be at the forefront of the federal government in presenting a visionary reform proposal which will transform the way the federal government currently executes the land and water management mission for the American people.

Through the Secretary's bold reform plan, the Secretary is laying the future foundation for conservation stewardship efforts for federal land and water management. Through the implementation of the Secretary's reform agenda, federal land and water management will more fully model the guiding principle from conservationist President Teddy Roosevelt: "For the Benefit and Enjoyment of the People."

### Current challenges across the Federal Government

As referenced in OMB Memorandum M-17-22, the federal government is in need of reform to be more effective and efficient. The federal government is burdened with layers of bureaucracy, creating more barriers for communicating across agencies, and for effectively accomplishing their missions. Several agencies manage overlapping and duplicative programs, to include federal land and water management agencies. This government-wide issue is compounded as more agency programs have been added without an in depth look at a better solution: eliminating unnecessary programs that do not add value to the American people and consolidating programs that are still necessary but which overlap. Currently, there is also no existing mechanism which directs and ensures the ongoing coordination and collaboration across agencies that work on shared common issues.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Current challenges across Federal Land and Water Management Agencies

Interior has identified many similar challenges occurring across the federal land and water management agencies. A few of the key issues are highlighted as follows, which the Secretary of the Interior seeks to address in his vision for a government-wide reform:

*Overlapping Agency Programs and Missions*

Within the area of land and water management, there are four federal agencies with complementary missions to Interior: the U.S. Forest Service within the Department of Agriculture, the National Marine Fisheries Service (NMFS) within the Department of Commerce, the U.S. Army Corps of Engineers (USACE), and the Environmental Protection Agency (EPA). Each of these federal agencies operates under individual laws enacted by Congress, which challenges a holistic and unified approach for land and water management. The end result is overlapping programs across Interior and the other federal agencies, which are funded and managed separately from each other.

To identify areas of additional mission intersection or overlap across Interior and the four agencies, Interior developed a list of key functions Interior completes and compared this to the list of functions which USFS, NMFS, EPA and USACE complete. The completed matrix provides a closer view of the cross-intersection at the functional level between Interior and the four other agencies.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Federal Land and Water Management Agencies' Mission Matrix

	Functions	DOI										Other Federal Agencies			
		BLM	BOEM	BSEE	OSM	NPS	FWS	BOR	USGS	BIA	BIE	USFS	NMFS	USACE	EPA
Mission/Operations	Recreation	X				X	X	X		X		X		X	
	Permitting	X	X	X	X	X	X	X				X	X	X	X
	Law Enforcement	X				X	X	X		X		X	X	X	X
	Fire - Fuels Management	X					X			X		X			
	Fire - Response	X				X	X			X		X			
	Fire - Salvage	X					X			X		X			
	Land Use Planning on federal lands	X	X			X	X			X		X			
	Partnered Resource Management (non-federal lands)	X				X	X	X				X	X		
	NEPA Compliance	X	X			X	X	X				X	X	X	X
	Invasive Species Management	X				X	X	X	X	X		X	X	X	X
	Endangered Species Management	X				X	X	X		X		X	X	X	
	Cultural Resource Management	X				X	X	X		X	X	X		X	
	Renewable Energy Development	X	X					X		X		X		X	
	Non-Renewable Energy Development	X	X							X		X			
Administrative	Facility Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Information Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquisition	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Financial Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Grants Management	X			X	X	X	X	X	X	X	X			X

From a mission view, the most evident overlap is between the Department of the Interior and the U.S. Forest Service. The U.S. Army Corps of Engineers, the National Marine Fisheries Service and the Environmental Protection Agency also have clear mission intersection with Interior's bureaus.

*History of Federal forest management*

Federal forest management dates back to 1876 when Congress created the office of Special Agent in the U.S. Department of Agriculture (USDA) to assess the quality and conditions of forests in the United States. In 1881, USDA expanded the office into the Division of Forestry. A decade later, Congress passed the Forest Reserve Act of 1891, authorizing the President to designate public lands in the West into what were then called "forest reserves." Responsibility for these reserves fell under Interior until 1905 when President Theodore Roosevelt transferred their care to the Department of Agriculture's new U.S. Forest Service.

Interior works closely with the U.S. Forest Service, but a closer alignment in key areas would be beneficial.

Deleted: ¶



## U.S. Department of the Interior AGENCY REFORM PLAN

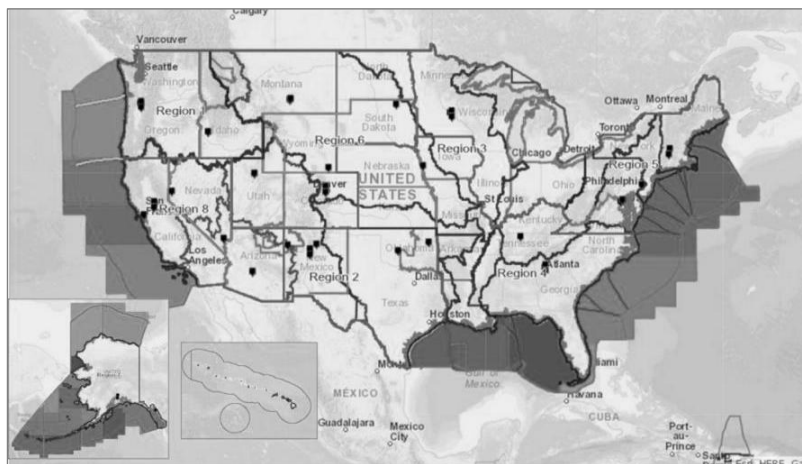
### *Lack of cohesive cross-agency strategy on common issues*

As shown in the Mission Matrix chart, Interior, USFS, NMFS, USACE and EPA have overlapping missions which intersect with one another across multiple functions. Each agency is working on common issues, but only through the narrow lens of their individual missions, and often not towards a common unified goal. This leads to challenges in the areas of National Environmental Policy Act (NEPA) compliance coordination, and permitting processes. Similar to the government-wide challenge, federal land and water management agencies lack a mechanism that directs and ensures the land and water management agencies work together in tandem to achieve the broader vision for their mission areas.

### *Multiple regional structures*

Currently, Interior's bureaus, USFS, NMFS, USACE and EPA each have a separate and distinct regional structure. This slows the coordination efforts on issues across the federal agencies and ultimately impacts the American public, which these agencies serve. A good example of the practical challenges to the existing regional models can be illustrated in the example of a stream. In one stream, there can be a Bureau of Reclamation dam upstream, a downstream Indian reservation, anadromous salmon that are managed by NMFS within the Department of Commerce, and resident fish listed under the Endangered Species Act that are regulated by the Fish and Wildlife Service within Interior, while the Army Corps of Engineers regulates private sector activities in the riparian wetlands. In this case, this one stream can be subject to the jurisdictions of agencies whose regional offices are in five different cities, which may impede efficient citizen service and coordinated agency decisions that best serve the resources.

### Cross Agency Regional Structures – Interior, USFS, NMFS, USACE, EPA



U.S. Department of the Interior  
AGENCY REFORM PLAN

*See Appendix F for individual regional maps of the bureaus within Interior and Appendix G for regional maps for USFS, NMFS, USACE and EPA.*

*Multiple separate offices within the same geographic area*

Across its bureaus, Interior currently has over 41 distinct regions, each with their own regional offices, but often in the same general geographic area. This creates an inefficient use of facilities and resources, which are not shared across bureaus, to include back-office functions, such as human resources, information technology and other shared administrative support services.

The physical separation between bureaus further solidifies and perpetuates the silos each bureau operates within. The regional office staffs of the bureaus are not face-to-face with each other in their daily work, and are not challenged to see their specific work through a broader, and more holistic lens, of working on achieving a unified vision and goal. In many cases, this same issue is also occurring in USFS, NMFS, USACE and EPA, which also have multiple regional offices within the same geographic hub, but that are not co-located.

*Ineffective communication and problem solving*

The lack of co-location across Interior and the other federal agencies prevents Interior and the other agencies from working together more effectively on common issues and pursuing the broader government-wide mission in the areas of federal land and water management. Communication and problem-solving on common issues at the field level is more difficult when there is geographic separation between federal agencies.

(b)(5)

*NEPA compliance and permitting for new infrastructure projects*

The Keystone Pipeline project (b)(5)

(b)(5) The project involves an oil pipeline that extends over 1,600 miles, originating in Canada, and crossing three states to its endpoint in Nebraska, where it links up with an existing pipeline. Environmental reviews beginning in 2008 involved the State Department, Department of Transportation, US Fish and Wildlife Service, National Park Service, Bureau of Land Management, Bureau of Indian Affairs, and the Army Corps of Engineers. Interagency coordination was a challenge. Different agencies weighed in at different times, and the project was not actually approved by the President until 2017. It is still facing court

U.S. Department of the Interior  
AGENCY REFORM PLAN

challenges.

(b)(5)

(b)(5)

*Executive Order on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure*

(b)(5)

(b)(5)

To

address these challenges, the President issued Executive Order 13807, *Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure*. In this Executive Order, the President directs Interior as follows: “The Department of the Interior shall provide to OMB a strategy and recommendations for a multi-agency reorganization effort that would further the aims of this order.” Based upon Interior’s proposal, OMB is directed to work with Interior and the heads of the impacted agencies to incorporate the strategy into their Agency Reform Plans. In this document, Interior has set forth a bold multi-agency reorganization which seeks to meet the President’s directive as set forth in the Environmental Review and Permitting Process for Infrastructure, Executive Order.

(b)(5)

(b)(5)

(b)(5)

Deleted: XXXX

Deleted: on

Formatted: Font color: Auto

Formatted: Font color: Auto

Formatted: Font: Italic

Deleted: “

Deleted: ”

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



(b)(5)

(b)(5)

\*\*\*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

**Deleted:** the

**Deleted:** on “

**Formatted:** Font: Italic

**Deleted:** ”

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Secretary's Vision: scope and prioritization

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Deleted: on



U.S. Department of the Interior  
AGENCY REFORM PLAN

# Interior's Reform Proposal

(b)(5)

## Current challenges across Interior

### *Too few employees on the front line delivering citizen service*

For a number of years, Interior's budget has been flat, and the number of employees has stayed level, yet the Department's responsibilities have increased, along with increased demand for service from the public and greater public expectations about what quality of service is acceptable in the 21<sup>st</sup> Century. Since the vast majority of Interior's service delivery happens at the local level, in the field, (b)(5)

(b)(5)

### *Communication challenges between regional and field offices*

(b)(5) This means that officials who are located hundreds or even thousands of miles away from an affected community are making decisions affecting the future of that community, when they lack the appropriate knowledge and contextual understanding to make the best decisions. This also means that our field level employees are often required to implement a decision that they think is flawed and over which they had little influence. One of the reasons for decisions getting "kicked upstairs" is because Interior's bureaus often have competing equities, and the only place that the competing chains of command formally have a mutual superior is in Washington, D.C. (b)(5)

(b)(5)

With authority also must come accountability.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Workforce concentration in large metropolitan areas like Washington, D.C. and Denver, Colorado*

Office space in large cities is more expensive than comparable space in smaller communities, and the socioeconomic environment of large urban areas tends to differ from that of the communities where most of the Department's work is performed and services are delivered. This tendency to locate regional offices in large cities exacerbates budget problems in a period of constrained resources, and isolates regional directors and their staffs from the majority of the people most directly affected by their decisions.

(b)(5)

(b)(5)

Based upon research and preliminary discussions with the General Services Administration (GSA), the leasing rates for smaller cities located in the West (such as Carson City, NV, Boulder City, NV and Boise ID) are 15-30% of the cost to lease in the Washington, D.C. area (see [Appendix H](#)). Although employee relocations to second-tier cities will present a significant investment upfront, Interior anticipates the long-term return on investment will be significant in terms of Interior's budget for the next several decades.

*Silos between bureaus*

Over the Department's 168 year history, Interior has inherited a very wide variety of responsibilities and directives, many of which have the potential to conflict with one another. Each Interior bureau has its own statutory authorizations, and geographically distinct areas of land management responsibilities. The individual missions and geographic areas has created the environment for bureaucratic silos to evolve that impede horizontal communication across bureaus. This also predisposes bureau leadership to narrow their frame of reference, and to discourage managers from acquiring a breadth of experience that would enable them to make more informed and effective decisions.

*Multiple regional structures across Interior's bureaus*

Interior has nine bureaus, each with their own unique regional office structure. (b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

*Showing Respect for All of Our Employees, Contractors, and Volunteers*

Interior is immersed in sexual harassment and hostile work environment challenges. The Secretary is committed to a zero tolerance policy for sexual harassment and discrimination, and is determined to rectify past problems and create work environments across the Department where employees, contractors, and volunteers are confident that they are respected both personally and professionally. Most importantly, this is the necessary and right thing to do for the employees impacted by sexual harassment and a hostile work environment, as well as to ameliorate the morale and productivity challenges it creates.

*Employee morale*

Based on the 2016 Federal Employee Viewpoint Survey, there are four areas where the work life experience of Interior employees differs significantly from that of other federal employees:

- Only 48% of Interior employees believe their workload is reasonable, compared to 57% of all federal employees, with National Park Service employees feeling most overwhelmed, at 36%.
- Only 68% of DOI employees feel prepared for potential security threats, compared to 77% of all federal employees, with National Park Service employees feeling least secure, at 57%.
- Only 53% of Interior employees feel managers communicate the goals and priorities of the organization, compared to 60% of all federal employees. The Office of the Solicitor had the lowest Interior score, at 30%.
- Only 52% of Interior employees agree that managers review and evaluate the organization's progress toward meeting its goals and objectives, compared to 60% of all federal employees. The Office of the Solicitor again trails the department, with 35% answering affirmatively.

Interior has particular strengths and opportunities for improvement. The following tables depict the questions from the 2016 Federal Employee Viewpoint Survey to which Interior employees responded most positively, and least positively.

U.S. Department of the Interior  
AGENCY REFORM PLAN

### Top 10 FEVS Questions (FY 2016) - Most Positive Responses by Percentage

Question	Percent positive
When needed I am willing to put in the extra effort to get a job done.	96.06%
I am constantly looking for ways to do my job better.	91.10%
How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	90.80%
The work I do is important,	90.00%
I like the kind of work I do.	86.10%
How would you rate the overall quality of work done by your work units?	82.50%
I know how my work relates to the agency's goals and priorities.	81.60%
My supervisor supports my need to balance work and other life issues.	81.60%
I am held accountable for achieving results.	80.90%
My supervisor treats me with respect.	80.30%

These survey question results demonstrate what Interior already knows--that Interior is the government agency where employees are passionate about their work and the mission of Interior. Interior's employees are willing to go the extra mile, value their work, want to do their jobs better, and enjoy what they are doing. These are strengths motivating high performance for the American people, which Interior will continue to cultivate and reinforce.

### Top 10 FEVS Questions (FY 2016) - Least Positive Responses by Percentage

Question	Percent positive
Pay raises depend on how well employees perform their jobs.	50.800%
I have sufficient resources (for example, people, materials, budget) to get my job done.	57.200%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	58.000%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	61.500%
In my work unit, differences in performance are recognized in a meaningful way.	63.000%
I believe the results of this survey will be used to make my agency a better place to work.	64.500%

U.S. Department of the Interior  
AGENCY REFORM PLAN

Promotions in my work unit are based on merit.	65.100%
How satisfied are you with your opportunity to get a better job in your organization?	65.300%
My work unit is able to recruit people with the right skills.	65.700%
My workload is reasonable.	65.900%

Based on these results, performance management, supervisory quality, and talent development are areas Interior has identified for improvement.

*Employee Engagement*

Interior ranks 33 out of 37 federal agencies in employee engagement, based on OPM 2016 data. Interior is also currently ranked in 11th place out of 18 large federal agencies in the annual Best Places to Work in the Federal Government report by the Partnership for Public Service and has stalled in this ranking for a number of years. (b)(5)

(b)(5)

\*\*\*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Interior's Internal Reform Proposal

(b)(5)

Leadership development & career path planning

(b)(5)

**Formatted:** Font: 15 pt, Bold, Font color: Light Blue

**Formatted:** Heading 3, Space After: 12 pt

**Deleted:** ¶

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

In the wake of the *Deepwater Horizon* explosion and oil spill in April 2010, then-Secretary of the Interior Salazar ordered the reorganization of the Minerals Management Service to address “real and perceived conflicts between the resource management, safety and environmental oversight and enforcement, and revenue collection responsibilities” (Secretary’s Order 3299, May 19, 2010). On October 1, 2011, the two new bureaus for managing offshore activities were created:

- Bureau of Ocean Energy Management (BOEM), responsible for the sustainable development of OCS conventional and renewable energy and mineral resources, including resource evaluation, planning, and other activities related to leasing and resource management.
- Bureau of Safety and Environmental Enforcement (BSEE), responsible for ensuring comprehensive oversight, safety, and environmental protection in all offshore energy and mineral activities.

The two Bureaus are co-located in Washington D.C., Sterling, VA, Jefferson, LA, Anchorage, AK, and Camarillo, CA. BSEE also has an office in Houston and five district offices in Louisiana and Texas. According to their respective FY 2018 budget justifications, BSEE has 881 FTEs in FY 2017, and BOEM has 570.

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The President's Budget for FY 2018 proposes to eliminate funding for the following major program areas, resulting in a cost savings of at least \$132 Million. (b)(5)

(b)(5) (see *Appendix I*).

Deleted: . S

Formatted: Font: Bold

*Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation*

The Budget proposes to eliminate funding introduced in 2016 for Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation. The AML grant pilot program was developed by Congress in response to the 2016 budget mandatory proposal to convert \$1 billion from the unappropriated balance of the AML Fund to funding for states to expedite the cleanup and redevelopment of eligible lands and waters affected by historic coal mining practices and thus promote economic development. Congress appropriated \$90 million in 2016 discretionary funding for these activities in three Appalachian states (KY, WV, and PA). In 2017, Congress added an additional \$15 million to provide a total of \$105 million for Kentucky, West Virginia, Pennsylvania and three additional states. These grants are not central to the Office of Surface Mining Reclamation and Enforcement's (OSMRE) mission and overlap with existing funds to reclaim abandoned coal mines. In addition, OSMRE would have to build capacity and leverage expertise from other agencies to implement this approach.

*Grant funding for the Heritage Partnership Program*

The Budget also proposes to eliminate grant funding for the Heritage Partnership Program, a \$19 million reduction. This program provides financial and technical assistance to congressionally

U.S. Department of the Interior  
AGENCY REFORM PLAN

designated National Heritage Areas, which are managed by non-Federal organizations to promote the conservation of natural, historic, scenic, and cultural resources. This program is secondary to the primary mission of the National Park Service and would be better sustained by partners. As noted in a Government Accountability Office report, there is no systematic process for designating Heritage Partnership Areas or determining their effectiveness. A Heritage Foundation report raised concerns that these grants are diverting resources from core National Park Service responsibilities, such as protecting resources and providing services in national parks. These grants to state and local entities are not clearly a Federal responsibility; instead, National Heritage Area managers should use the national designation to open doors to more sustainable funding opportunities from local and private beneficiaries.

(b)(5)

Deleted: 3

Deleted: 3

Deleted: *B*

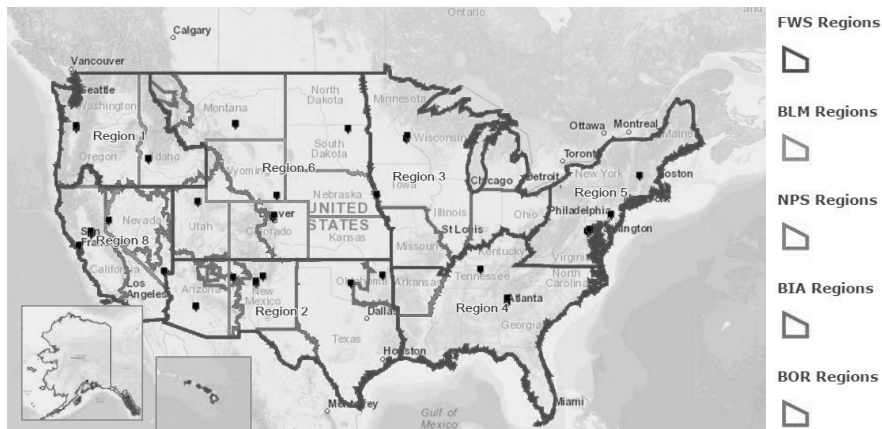
(b)(5)

Formatted: Font: Bold, Font color: Accent 5

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Regions of Interior's Bureaus: FWS, BLM, NPS, BIA and BOR



Interior has over 40 distinct regions across Interior's bureaus.

Currently, each Interior bureau has a regional structure that follows unique geographical boundaries with regional offices in different cities. (b)(5)

(b)(5)

(b)(5)

Formatted: Font: Not Italic

Deleted: "

U.S. Department of the Interior  
AGENCY REFORM PLAN

Deleted: ”

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

Formatted Table

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Future Targets*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

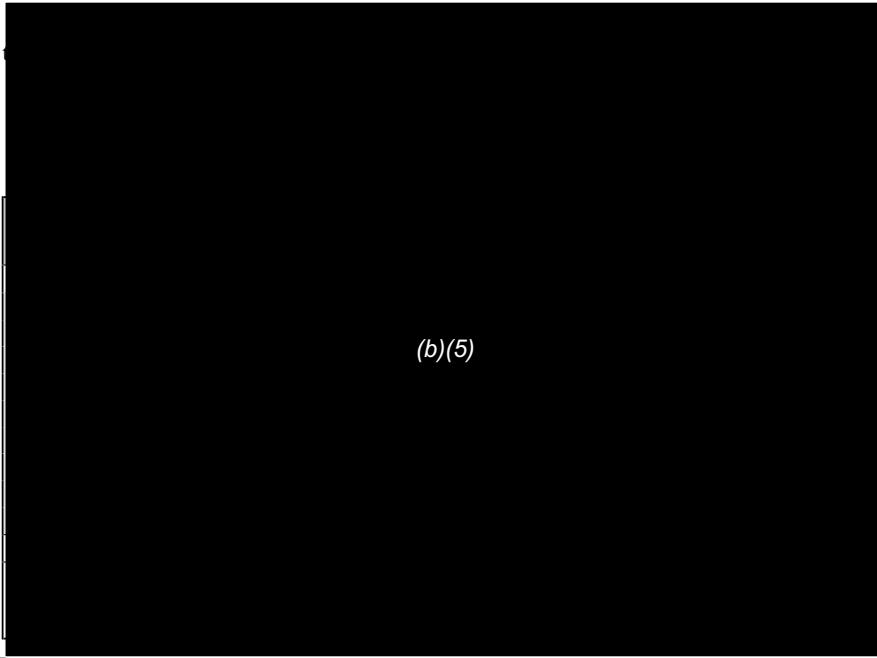
The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

As workforce reshaping planning continues, a more detailed budget estimate of potential up-front investment costs and long-term budget needs will be available in the future.

(b)(5)

- Deleted: President's
- Deleted: was
- Deleted: X
- Deleted: Y
- Deleted: b
- Formatted: Font color: Auto
- Deleted: XXX
- Formatted: Font color: Auto

U.S. Department of the Interior  
AGENCY REFORM PLAN



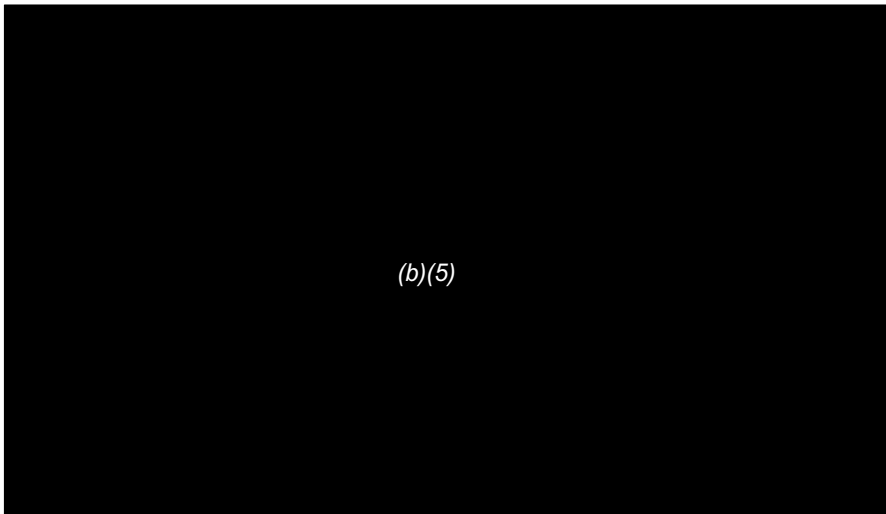
**Deleted:** Figure XX

**Formatted:** Font: Bold

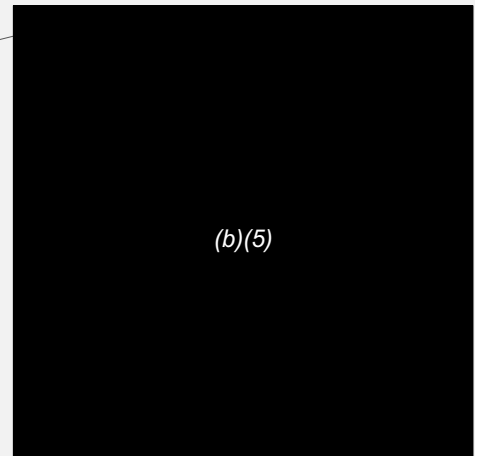
**Formatted Table**

**Formatted:** Font: 10 pt, Bold, No underline

(b)(5)



(b)(5)



(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Information Management and Technology provides modern and secure technology solutions to advance the Interior's ability to deliver programs and services to the public and our customers. Interior has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover. Interior is working collaboratively with our user community to better understand what their needs are in the field.

(b)(5)

(b)(5)

Interior will continue to emphasize shared administrative support services through the utilization of the Interior Business Center (IBC) and the Department's consolidated Financial and Business Management System (FBMS).

(b)(5)

(b)(5)

Deleted: emphasizing

Deleted: ¶  
¶

U.S. Department of the Interior  
AGENCY REFORM PLAN

## The Secretary's Message

### The Next Frontier of Federal Land and Water Management

In the Department of the Interior's Agency Reform Plan, I have proffered a bold government-wide reform that will prepare federal land and water management for the next 100 years. We seek to achieve the President's Vision of reforming the federal government to work better for the American taxpayer, as outlined in the President's Executive Order 13781: *Comprehensive Plan for Reorganizing the Executive Branch*, and further delineated through OMB Memorandum M-17-22.

(b)(5)

(b)(5)

I intend to move the Department of the Interior forward consistent with that plan, based on all of the initiatives I have laid out for the Interior's internal reform. I am committed to boldly preparing federal land and water management for the next 100 years, and to transforming the way we serve the American public.

Secretary Ryan Zinke



Deleted: "

Formatted: Font: Italic

Deleted: "

Deleted: "

Deleted: on

Formatted: Font: Italic

Deleted: "

Deleted: "

Formatted: Font: Italic

Deleted: "

Deleted: ¶

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix A: Interior's Agency Reform Plan Elements & Approach

### Analytical Framework

As instructed by OMB in Memorandum M-17-22, Interior's reform proposals are developed based upon management analysis, to include in-depth reviews and discussions, with the overarching focus on scoping Interior's programs and operations to ensure alignment with Interior's mission. Through observations of existing structures and processes, and supported by public comments, Interior leadership identified areas that could be streamlined through realignment and/or consolidation, or elimination of unnecessary programs. This analytical approach ensures Interior continues to focus on the areas that are most closely tied to Interior's mission, and eliminates and/or realigns programs to ensure Interior continues to leverage its resources effectively and efficiently for the American public.

### Agency Reform: Public Input

Interior received over 6,755 separate comments from the public on reform recommendations. All of the comments were reviewed and sorted into one of the three following categories: 1) General comments, not directly or specifically relevant to DOI – 5,986 comments (89% of total); 2) Generally relevant to DOI – 533 comments (8% of total); 3) Specifically relevant to DOI and potentially applicable – 236 comments (3% of total). Interior's reform proposal incorporates and addresses recommendations from the public, with a focus on enhancing the customer service experience the American public receives from Interior's offices and bureaus.

For additional information on specific public input Interior received, see *Appendix B: Public Input*.

### Performance Goals and Indicators

Interior has included performance goals and milestones in our draft Government Performance and Results Act Strategic Plan, to track and report progress on our reform proposal.

For the specific list of goals and indicators, see Interior's draft Strategic Plan.

### Costs, Budget Impacts and Timeline

Due to the magnitude, and complexity of Interior's reform proposal, the overall budget implications and net budgetary impact are not yet fully identified. The phasing of each proposal component is estimated based upon the information gathered to date, but may change as Interior advances the planning process.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Space reduction in Washington, D.C. and Denver, CO*

(b)(5)

*FY 2019 Budget Request*

(b)(5)

*Implementation timeline*

As Interior continues to build out the implementation plans for the agency reform initiatives, a clearer picture will emerge of the detailed timeline, to include investment costs and potential long-term savings and citizen service improvements.

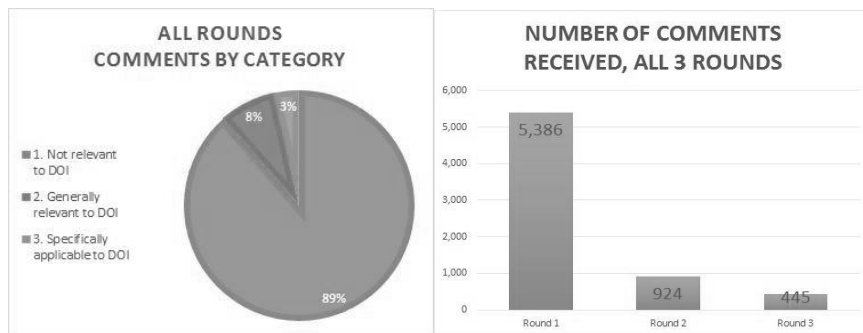
(b)(5)

Deleted: ¶  
FY 2018

Formatted Table

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix B: Public Input



**Figures 1 (left) and 2 (right). Breakdown of all comments by category, and total number of comments for each round.**

In FY 2017, OMB solicited input from the public on recommendations for federal agency reforms. OMB collected the comments from the public via a form on the White House website from April through June 2017, and provided the comments in three rounds to Interior. Interior received the most comments from the public in the first round.

### Comments specifically relevant to DOI and potentially applicable

About 3% of comments were categorized as specific to DOI and potentially applicable to agency management responsibilities. These comments directly mentioned a DOI bureau, program, policy or management activity and made recommendations that were potentially applicable for leadership consideration.

Major themes were:

- **Transferring public land to states and local governments.** Some of these comments suggested that the federal government owns too much land in the West or in general.
- **Consolidating, merging or reorganizing federal land agencies and natural resource agencies.** Some comments suggested this would reduce redundancy. The Bureau of Land Management and US Forest Service were frequently suggested for consolidation.
- **Privatizing elements of DOI agencies.** Some comments favored privatization of federal programs or resources, including elements of the National Park Service.
- **Targeted funding increases or decreases.** Many comments identified specific DOI programs and activities for funding increases or cuts. Requests to increase or maintain funding for the National Park Service was especially common.
- **Indian Affairs management issues.** Recommendations were made to give all Indian Affairs program funding directly to Tribes or serve Indians through other programs.

U.S. Department of the Interior  
AGENCY REFORM PLAN

- **DOI law enforcement management activities.** Several comments called for disarming DOI law enforcement.
- **Partnerships.** Some comments encouraged the use of partnerships between the federal government/DOI and non-federal partners.
- **Management of BLM's Wild Horse and Burro program.** Many comments called for the protection of wild horses and burros and called for changes to the existing Wild Horse and Burro program. Suggested changes included ending roundups, eliminating funding, managing animals on-range and maintaining limits on sales.

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix C: Stakeholder Impact Matrix

### Stakeholder impact analysis

Interior analyzed the level of impact many of Interior's reform initiatives will have on Interior's stakeholders. This list of reform initiatives is not exhaustive, but highlights many of the key proposals.

#### *Key findings*

Based on the analysis, Interior anticipates the most impacts of Interior's reform will be on DOI employees and customers, with some impacts on the states, industry, Congress, the public and OMB.

### Stakeholder Impact Matrix

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Formatted Table

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix E: Long-Term Workforce Plan

Deleted: ¶  
¶

### Background

(b)(5)

### Future Workforce Vision

(b)(5)

### Workforce Strategies

(b)(5)

### *Hiring Controls*

On April 14, 2017, the Department established hiring controls and procedures to enable limited hiring, prioritizing filling field positions, and limiting hires in the Washington, DC and Denver, CO areas. As of September 1, 2017 the Department has reviewed over 1,900 hiring waiver requests submitted by the bureaus and offices. Approximately 60% of the requests have been approved by the Deputy Secretary. The requests that have not been approved are being discussed to determine if the positions are essential to Interior's Mission and priorities.

### *Voluntary Early Retirement Authority (VERA) / Voluntary Separation Incentive Payments (VSIP)*

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Other Options*

- Attrition
- Reassignments
- Performance Management including automation of performance assessments
- Performance-Based Actions
- Adverse Actions
- Telework Agreements
- Recruitment, Relocation, and Retention Incentives
- Phased Retirement
- Administrative Furlough
- Reduction in Force (RIF)

Major Workforce Actions

The Agency Reform Plan includes 14 internal reform proposals. The estimated impact to the Interior workforce for each proposal is still being determined. It is possible that not all of these reform proposals will have an impact on the workforce. However all 14 proposed actions are included in the table below.

(b)(5)

Formatted Table

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

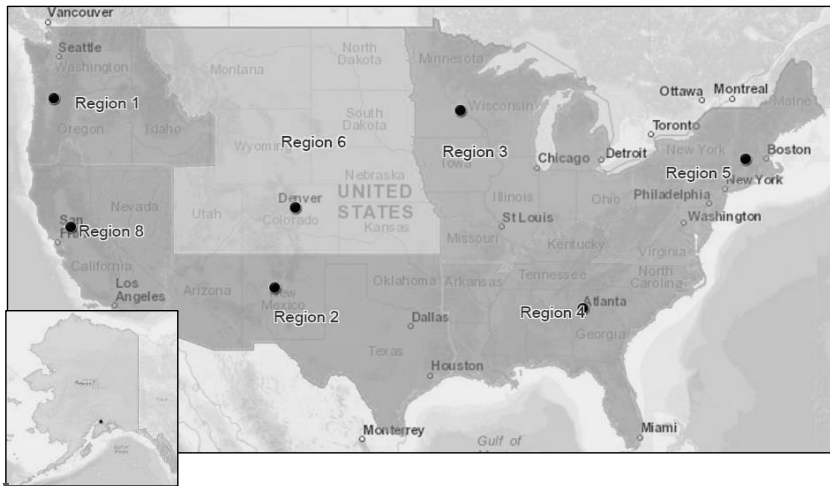
VERA/VSIP Authority

The Department seeks VSIP/VERA approval authority so that it can enhance efficiencies and effectiveness on an agency-wide scale. In order to provide maximum flexibility to our bureaus and Departmental offices, VSIP/VERA is one of the best management tools to cost-efficiently achieve organizational restructuring and reshaping while minimizing unnecessary disruptions in the workforce. Interior would prefer to have VSIP authority delegated to it by the Office of Personnel Management (OPM), rather than having to seek OPM approval for each VSIP offered.

U.S. Department of the Interior  
AGENCY REFORM PLAN

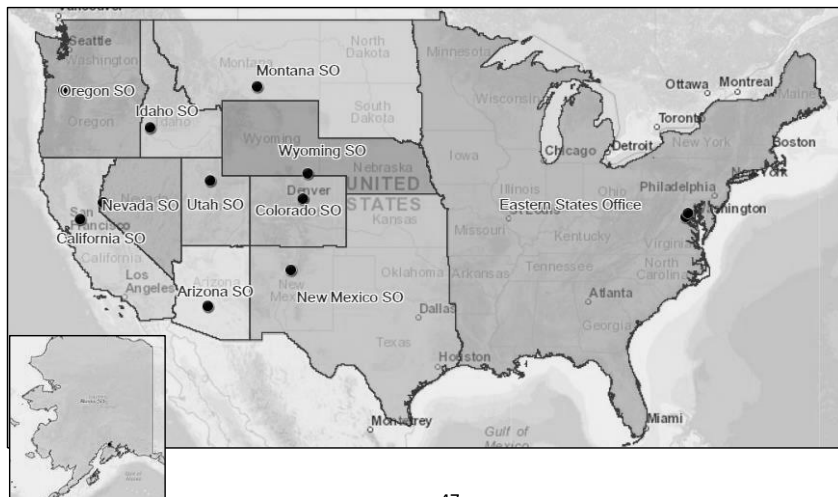
## Appendix F: Current Interior Regional Boundaries

### U.S. Fish and Wildlife Service (FWS)



Deleted: ¶

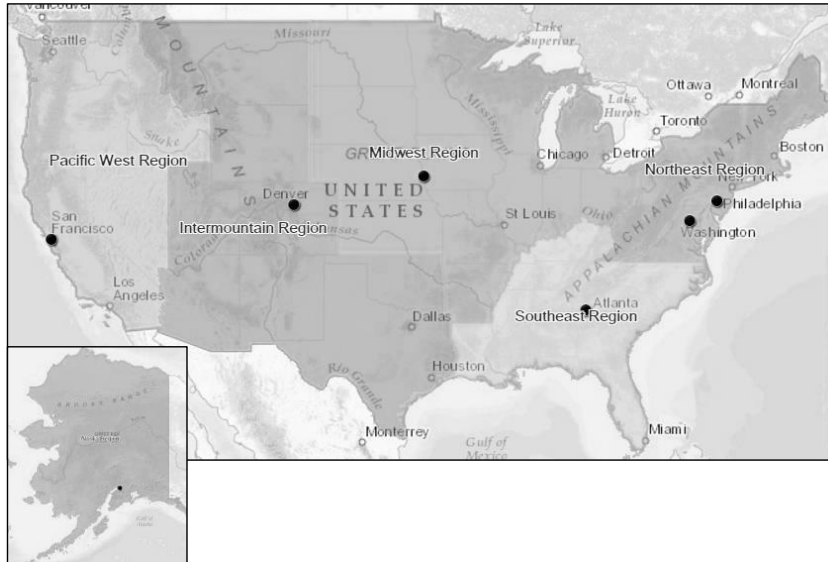
### Bureau of Land Management (BLM)



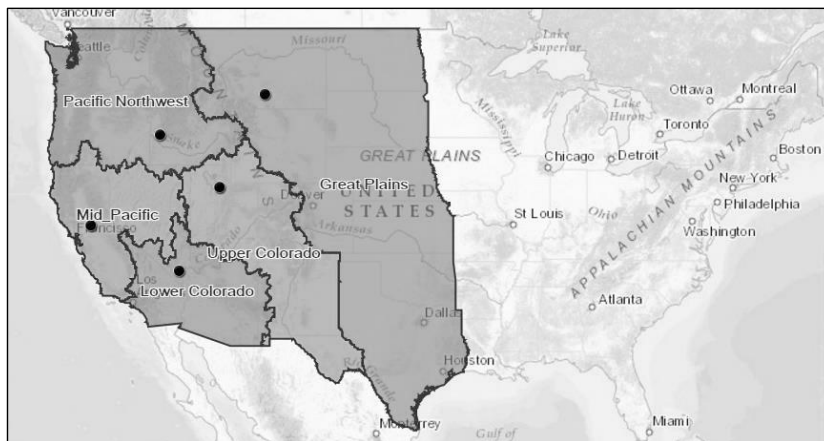
Deleted: ¶

U.S. Department of the Interior  
AGENCY REFORM PLAN

National Park Service (NPS)



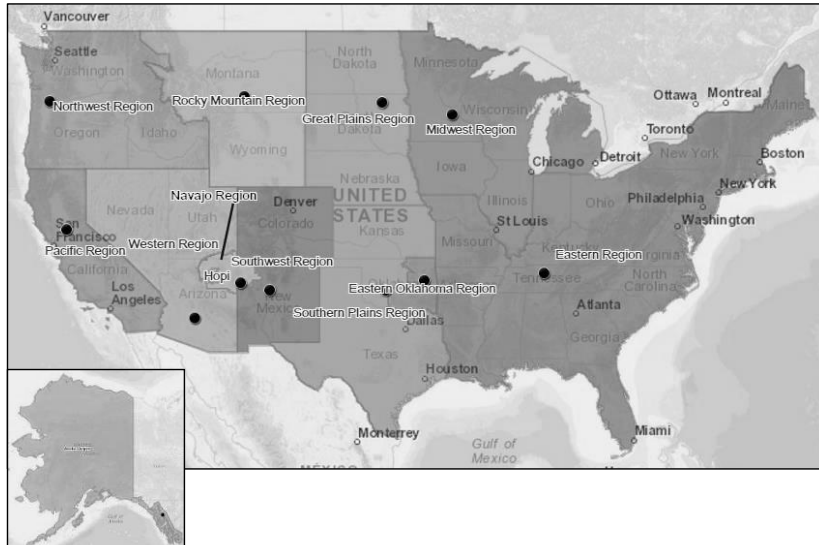
Bureau of Reclamation (BOR)





U.S. Department of the Interior  
AGENCY REFORM PLAN

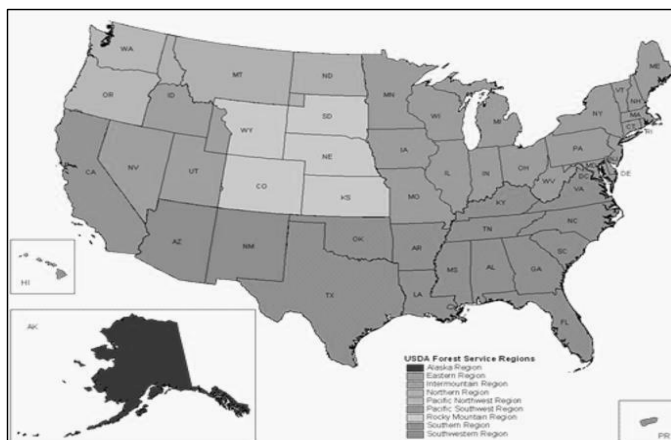
Bureau of Indian Affairs (BIA)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix G: USFS, NMFS, USACE, EPA Regional Boundaries

### U.S. Department of Agriculture Forest Service (USDA/FS)

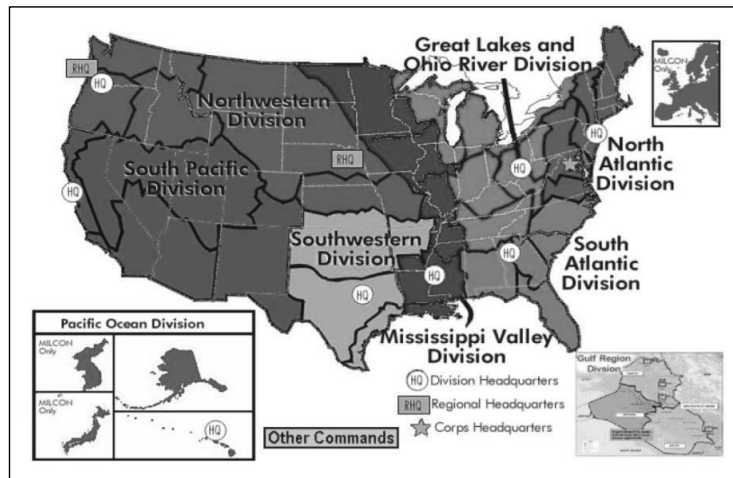


### National Marine Fisheries Service (NMFS)

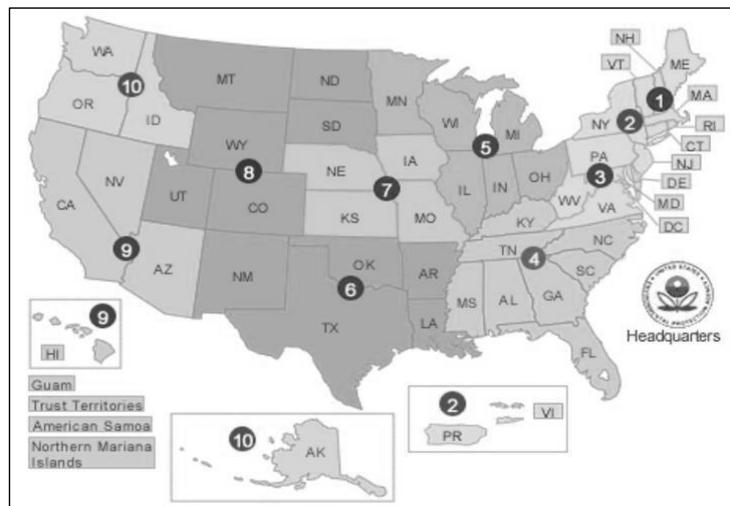


U.S. Department of the Interior  
AGENCY REFORM PLAN

U.S. Army Corps of Engineers (USACE)



Environmental Protection Agency (EPA)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix H: Leasing Rates Table

### Initial Research of Leasing Rates

Interior has coordinated with GSA in completing initial research and analysis of leasing rates in existing and potential city locations. For this particular study, Interior gathered data for the metro DC area, Denver area, Carson City, NV, Boulder City, NV and Boise, ID. (b)(5)

(b)(5)

### Leasing Rates - Current

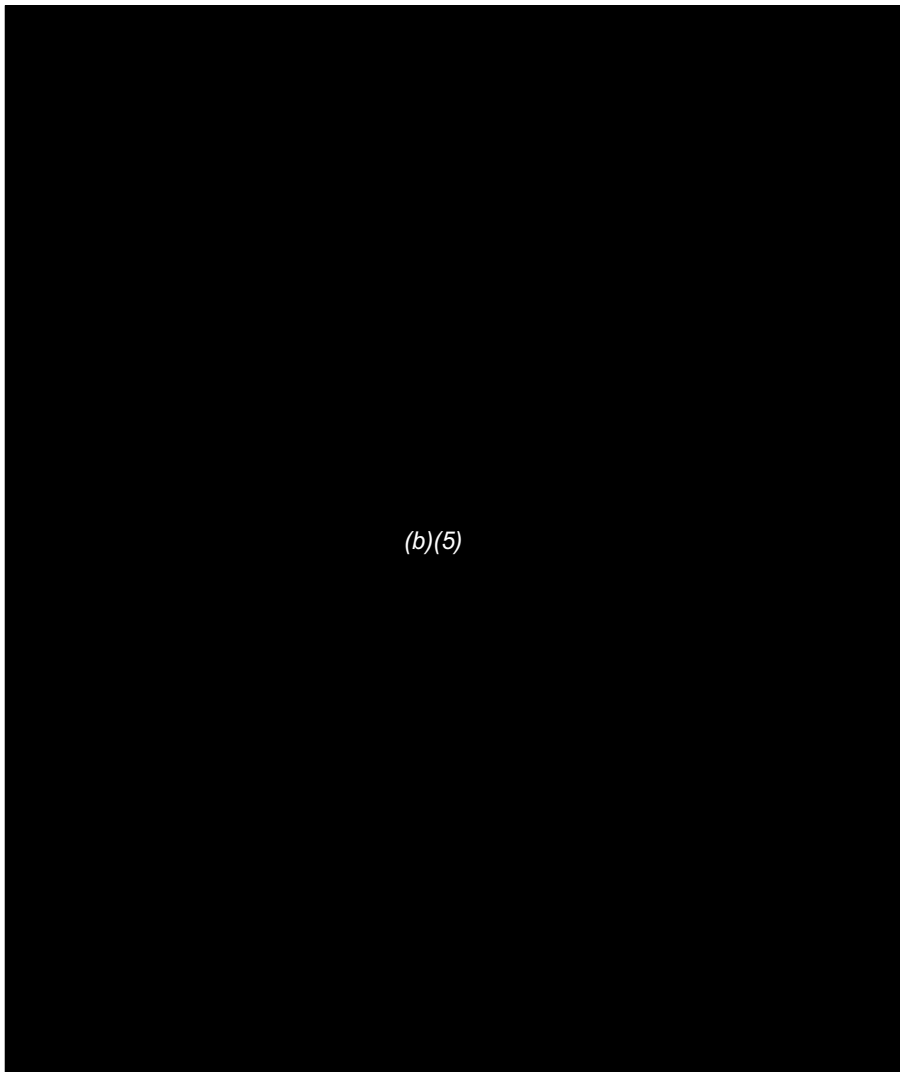
Washington, D.C., Denver, Carson City, Boulder City & Boise

#### Potential data for initial budgeting projections

Area	Location	Price per Sq. Ft.	Notes
Metro DC	Main Interior Building	\$56/sf	Based on 1,000,000 sqf/historic
	Within ½ mile of MIB	\$50-60/sf	
	Arlington	\$40-\$50/sf	Based on buildings along Metro line
	Herndon/Reston	\$25-\$35/sf	
Denver Area	Denver Federal Center	\$22-\$24/sf	Space less than 10,000 sqf
	Lakewood	\$19-\$27/sf	Space between 10,000-15,000 sqf
	Denver Central Business District	\$20-\$30/sf	Courthouses; space up to 90,000 sqf
	Denver Tech Center	\$20-\$27/sf	In Englewood - 20 mi from downtown; space up to 55,000 sqf.
Carson City, NV	705 N. Plaza Federal Building (0 sqf vacant)	\$10-\$15/sf	GSA only found two other properties with 25,000 sf + vacant (nothing larger than 36,000 sf), a retail center and old church, which are not viable options to accommodate the size.
Boulder City, NV		\$10-\$17/sf	GSA does not have any property in their inventory and found no buildings with more than 10,000 sf vacant. Only two with any vacant space under 10k, both retail/office (not even options).
Boise, ID	James A McClure Federal Building and Courthouse - 5,796 sf vacant (GSA inventory)	\$20-\$25/sf	There are four properties that have vacancy that could meet 60k to 72k sf (400 ppl x 150sf/180sf).

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix I: Additional programs recommended for elimination of funding



(b)(5)

Formatted: Font: 12 pt

Formatted Table

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

[illegible]



(b)(5)



# Agency Reform Plan

U.S. Department of the Interior

*Preparing Land and Water Management for the Next 100 Years*

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Page Intentionally Left Blank*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Table of Contents

<b>Executive Order: Comprehensive Plan for Reorganizing the Federal Government.....</b>	<b>4</b>
Executive Order Summary .....	4
OMB Guidance M-17-22.....	4
Components of Interior’s Reform Proposal .....	5
<b>Federal Government-wide Reform Proposal .....</b>	<b>6</b>
Current challenges across the Federal Government .....	6
Current challenges across Federal Land and Water Management Agencies .....	7
Necessity for a Government-wide Culture Change .....	10
The future frontier: One Federal Land and Water Management Agency .....	12
Benefits of One Federal Land and Water Management Agency .....	13
Implementation approach .....	14
The Secretary’s Vision: scope and prioritization .....	15
<b>Interior’s Reform Proposal.....</b>	<b>17</b>
The Secretary’s vision for a new Interior.....	17
Current challenges across Interior.....	17
The necessity of culture change within Interior.....	19
Leadership development & career path planning.....	22
1. Realign Office of the Special Trustee and the Land Buy Back Program to the Assistant Secretary of Indian Affairs .....	23
2. Reorganize and consolidate BOEM/BSEE .....	23
3. Realign the Office of Natural Resources Revenue to the Assistant Secretary for Land and Minerals Management .....	24
4. Realign the Offices of International Affairs and Native Hawaiian Relations to the Assistant Secretary for Insular Areas .....	24
5. Realign Indian Arts and Crafts Board to the Assistant Secretary for Indian Affairs.....	25
6. Eliminate funding for unnecessary programs .....	25
7. Eliminate reports to decrease agency reporting burden .....	26
8. Propose restructure of DOI regions.....	27
9. Move BLM, BOR and FWS bureau headquarters West.....	29
10. Management of FTEs in Washington, DC, and Denver, CO.....	30
11. Transfer Bureau of Indian Education to the Department of Education .....	31
12. Consolidate and co-locate DOI regional offices .....	31
13. Implement shared leadership model .....	32

U.S. Department of the Interior  
AGENCY REFORM PLAN

<b>14. Emphasize shared administrative support services and coherent management (FBMS, IBC, FITARA)</b>	<b>33</b>
<b>The Secretary's Message</b>	<b>34</b>
<b>The Next Frontier of Federal Land and Water Management</b>	<b>34</b>
<b>Appendix A: Interior's Agency Reform Plan Elements &amp; Approach</b>	<b>35</b>
<b>Analytical Framework</b>	<b>35</b>
<b>Agency Reform: Public Input</b>	<b>35</b>
<b>Performance Goals and Indicators</b>	<b>35</b>
<b>Costs, Budget Impacts and Timeline</b>	<b>35</b>
<b>Appendix B: Public Input</b>	<b>37</b>
<b>Appendix C: Stakeholder Impact Matrix</b>	<b>39</b>
<b>Appendix D: Reports Recommended for Elimination</b>	<b>40</b>
<b>Appendix E: Long-Term Workforce Plan</b>	<b>42</b>
<b>Major Workforce Actions</b>	<b>43</b>
<b>Appendix F: Current Interior Regional Boundaries</b>	<b>47</b>
<b>Appendix G: USFS, NMFS, USACE, EPA Regional Boundaries</b>	<b>50</b>
<b>Appendix H: Leasing Rates Table</b>	<b>52</b>
<b>Appendix I: Additional programs recommended for elimination of funding</b>	<b>53</b>

U.S. Department of the Interior  
AGENCY REFORM PLAN

# Executive Order: Comprehensive Plan for Reorganizing the Federal Government

## Executive Order Summary

On March 13, 2017, the President of the United States Donald J. Trump issued Executive Order 13781: *Comprehensive Plan for Reorganizing the Federal Government*, which directed the Office of Management and Budget (OMB) and federal agencies to work together on a large-scale plan to reorganize and reshape the federal government. Through the Executive Order, the President directed the head of each federal agency to submit a plan to OMB to reorganize the agency, if appropriate, in order to improve the overall efficiency, effectiveness, and accountability of that agency.

The Executive Order also directed the Director of OMB to develop a government-wide reform plan, which would provide recommendations to eliminate unnecessary agencies, components of agencies, and agency programs, and to merge functions. The reform plan should also include recommendations for any legislation or administrative measures which are necessary to achieve the proposed reforms.

Additional guidance was provided to the Director to consider the following factors:

- *Whether some or all of the functions of an agency, a component, or a program are appropriate for the Federal Government or would be better left to State or local governments or to the private sector through free enterprise;*
- *Whether some or all of the functions of an agency, a component, or a program are redundant, including with those of another agency, component, or program;*
- *Whether certain administrative capabilities necessary for operating an agency, a component, or a program are redundant with those of another agency, component, or program;*
- *Whether the costs of continuing to operate an agency, a component, or a program are justified by the public benefits it provides;*
- *The costs of shutting down or merging agencies, components, or programs, including the costs of addressing the equities of affected agency staff.*

## OMB Guidance M-17-22

To achieve the requirements set forth in the Executive Order, on April 12, 2017, the Director of OMB issued the memorandum M-17-22 “Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce,” providing additional guidance to all federal agencies. In the memorandum, OMB addressed the need for a government-wide reform to better serve the American people, who are increasingly dissatisfied with the cost and

U.S. Department of the Interior  
AGENCY REFORM PLAN

performance of the federal government. OMB highlighted the need for the federal government to focus on eliminating or reducing programs, instead of establishing additional duplicative programs. OMB also requested input from each agency on proposals for internal agency reforms and cross-cutting government reforms.

OMB instructed agencies to look at the alignment of agency activities with the mission, resulting in proposals in the following four categories:

- Eliminate activities
- Restructure or merge
- Improve organizational efficiency and effectiveness
- Workforce management

OMB has instructed all federal agencies to submit an Agency Reform Plan and a Workforce Reduction Plan as part of each agency's FY 2019 Budget submission.

\*\*\*

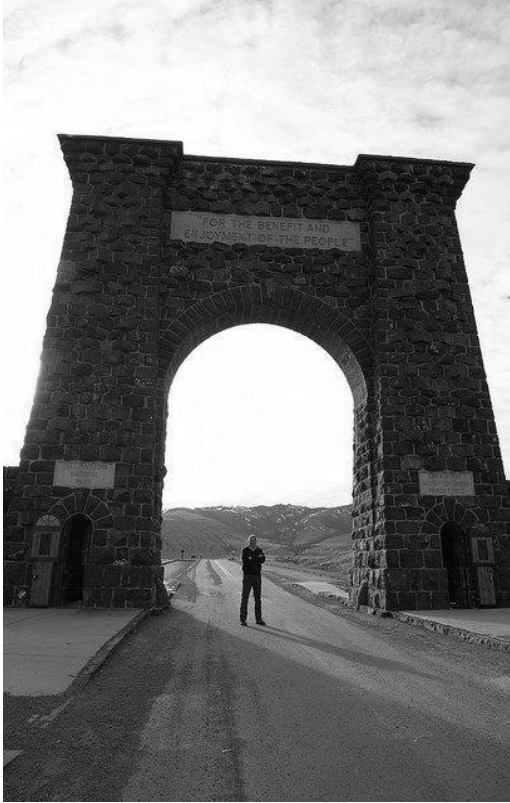
### Components of Interior's Reform Proposal

To address the President's Executive Order 13781 and OMB Memorandum M-17-22, the Secretary of the Interior proposes the following federal government-wide and internal agency reforms, as organized within the following 3 components:

- Federal Government-wide Reform Plan (as proposed by Interior)
- Interior's Agency Reform Plan
- Interior's Long-Term Workforce Plan (see *Appendix E*)

Interior's proposals address all four categories identified by OMB.

U.S. Department of the Interior  
AGENCY REFORM PLAN



## Federal Government-wide Reform Proposal

### The Interior Secretary's Vision: A New Frontier in Federal Land and Water Management

In response to the President's Executive Order 13781 and the OMB Director's Memorandum M-17-22, the Secretary of the Interior has set forth a bold and transformational government-wide vision, which seeks to address many of the challenges the federal government faces today. Under the Secretary's strategic vision and leadership, Interior seeks to be at the forefront of the federal government in presenting a visionary reform proposal which will transform the way the federal government currently executes the land and water management mission for the American people.

Through the Secretary's bold reform plan, the Secretary is laying the future foundation for conservation stewardship efforts for federal land and water management. Through the implementation of the Secretary's reform agenda, federal land and water management will more fully model the guiding principle from conservationist President Teddy Roosevelt: "For the Benefit and Enjoyment of the People."

### Current challenges across the Federal Government

As referenced in OMB Memorandum M-17-22, the federal government is in need of reform to be more effective and efficient. The federal government is burdened with layers of bureaucracy, creating more barriers for communicating across agencies, and for effectively accomplishing their missions. Several agencies manage overlapping and duplicative programs, to include federal land and water management agencies. This government-wide issue is compounded as more agency programs have been added without an in depth look at a better solution: eliminating unnecessary programs that do not add value to the American people and consolidating programs that are still necessary but which overlap. Currently, there is also no existing mechanism which directs and ensures the ongoing coordination and collaboration across agencies that work on shared common issues.



U.S. Department of the Interior  
AGENCY REFORM PLAN

Current challenges across Federal Land and Water Management Agencies

Interior has identified many similar challenges occurring across the federal land and water management agencies. A few of the key issues are highlighted as follows, which the Secretary of the Interior seeks to address in his vision for a government-wide reform:

*Overlapping Agency Programs and Missions*

Within the area of land and water management, there are four federal agencies with complementary missions to Interior: the U.S. Forest Service within the Department of Agriculture, the National Marine Fisheries Service (NMFS) within the Department of Commerce, the U.S. Army Corps of Engineers (USACE), and the Environmental Protection Agency (EPA). Each of these federal agencies operates under individual laws enacted by Congress, which challenges a holistic and unified approach for land and water management. The end result is overlapping programs across Interior and the other federal agencies, which are funded and managed separately from each other.

To identify areas of additional mission intersection or overlap across Interior and the four agencies, Interior developed a list of key functions Interior completes and compared this to the list of functions which USFS, NMFS, EPA and USACE complete. The completed matrix provides a closer view of the cross-intersection at the functional level between Interior and the four other agencies.

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Federal Land and Water Management Agencies' Mission Matrix

	Functions	DOI										Other Federal Agencies			
		BLM	BOEM	BSEE	OSM	NPS	FWS	BOR	USGS	BIA	BIE	USFS	NMFS	USACE	EPA
Mission/Operations	Recreation	X				X	X	X		X		X		X	
	Permitting	X	X	X	X	X	X	X				X	X	X	X
	Law Enforcement	X				X	X	X		X		X	X	X	X
	Fire - Fuels Management	X					X			X		X			
	Fire - Response	X				X	X			X		X			
	Fire - Salvage	X					X			X		X			
	Land Use Planning on federal lands	X	X			X	X			X		X			
	Partnered Resource Management (non-federal lands)	X				X	X	X				X	X		
	NEPA Compliance	X	X			X	X	X				X	X	X	X
	Invasive Species Management	X				X	X	X	X	X		X	X	X	X
	Endangered Species Management	X				X	X	X		X		X	X	X	
	Cultural Resource Management	X				X	X	X		X	X	X		X	
	Renewable Energy Development	X	X					X		X		X		X	
	Non-Renewable Energy Development	X	X							X		X			
Administrative	Facility Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Information Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquisition	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Financial Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Grants Management	X			X	X	X	X	X	X	X	X			X

From a mission view, the most evident overlap is between the Department of the Interior and the U.S. Forest Service. The U.S. Army Corps of Engineers, the National Marine Fisheries Service and the Environmental Protection Agency also have clear mission intersection with Interior's bureaus.

### *History of Federal forest management*

Federal forest management dates back to 1876 when Congress created the office of Special Agent in the U.S. Department of Agriculture (USDA) to assess the quality and conditions of forests in the United States. In 1881, USDA expanded the office into the Division of Forestry. A decade later, Congress passed the Forest Reserve Act of 1891, authorizing the President to designate public lands in the West into what were then called "forest reserves." Responsibility for these reserves fell under Interior until 1905 when President Theodore Roosevelt transferred their care to the Department of Agriculture's new U.S. Forest Service.

Interior works closely with the U.S. Forest Service, but a closer alignment in key areas would be beneficial.

## U.S. Department of the Interior AGENCY REFORM PLAN

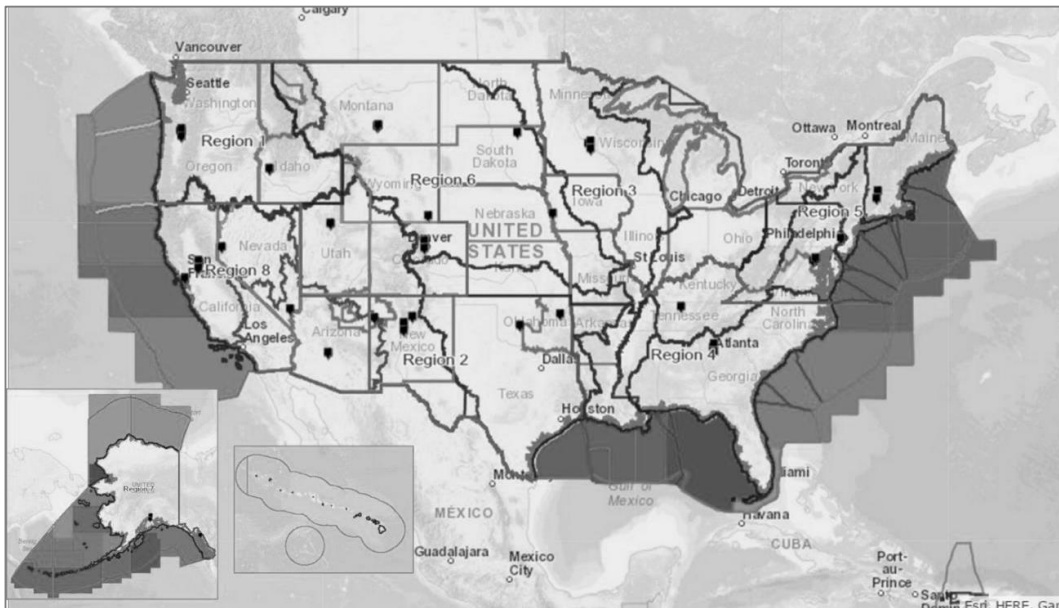
### *Lack of cohesive cross-agency strategy on common issues*

As shown in the Mission Matrix chart, Interior, USFS, NMFS, USACE and EPA have overlapping missions which intersect with one another across multiple functions. Each agency is working on common issues, but only through the narrow lens of their individual missions, and often not towards a common unified goal. This leads to challenges in the areas of National Environmental Policy Act (NEPA) compliance coordination, and permitting processes. Similar to the government-wide challenge, federal land and water management agencies lack a mechanism that directs and ensures the land and water management agencies work together in tandem to achieve the broader vision for their mission areas.

### *Multiple regional structures*

Currently, Interior's bureaus, USFS, NMFS, USACE and EPA each have a separate and distinct regional structure. This slows the coordination efforts on issues across the federal agencies and ultimately impacts the American public, which these agencies serve. A good example of the practical challenges to the existing regional models can be illustrated in the example of a stream. In one stream, there can be a Bureau of Reclamation dam upstream, a downstream Indian reservation, anadromous salmon that are managed by NMFS within the Department of Commerce, and resident fish listed under the Endangered Species Act that are regulated by the Fish and Wildlife Service within Interior, while the Army Corps of Engineers regulates private sector activities in the riparian wetlands. In this case, this one stream can be subject to the jurisdictions of agencies whose regional offices are in five different cities, which may impede efficient citizen service and coordinated agency decisions that best serve the resources.

### Cross Agency Regional Structures – Interior, USFS, NMFS, USACE, EPA



## U.S. Department of the Interior AGENCY REFORM PLAN

*See Appendix F for individual regional maps of the bureaus within Interior and Appendix G for regional maps for USFS, NMFS, USACE and EPA.*

### *Multiple separate offices within the same geographic area*

Across its bureaus, Interior currently has over 41 distinct regions, each with their own regional offices, but often in the same general geographic area. This creates an inefficient use of facilities and resources, which are not shared across bureaus, to include back-office functions, such as human resources, information technology and other shared administrative support services.

The physical separation between bureaus further solidifies and perpetuates the silos each bureau operates within. The regional office staffs of the bureaus are not face-to-face with each other in their daily work, and are not challenged to see their specific work through a broader, and more holistic lens, of working on achieving a unified vision and goal. In many cases, this same issue is also occurring in USFS, NMFS, USACE and EPA, which also have multiple regional offices within the same geographic hub, but that are not co-located.

### *Ineffective communication and problem solving*

The lack of co-location across Interior and the other federal agencies prevents Interior and the other agencies from working together more effectively on common issues and pursuing the broader government-wide mission in the areas of federal land and water management. Communication and problem-solving on common issues at the field level is more difficult when there is geographic separation between federal agencies.

(b)(5)

### *NEPA compliance and permitting for new infrastructure projects*

The Keystone Pipeline project

(b)(5)

(b)(5)

The project involves an oil pipeline that extends over 1,600 miles, originating in Canada, and crossing three states to its endpoint in Nebraska, where it links up with an existing pipeline. Environmental reviews beginning in 2008 involved the State Department, Department of Transportation, US Fish and Wildlife Service, National Park Service, Bureau of Land Management, Bureau of Indian Affairs, and the Army Corps of Engineers. Interagency coordination was a challenge. Different agencies weighed in at different times, and the project was not actually approved by the President until 2017. It is still facing court

U.S. Department of the Interior  
AGENCY REFORM PLAN

challenges. (b)(5)

(b)(5)

*Executive Order on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure*

(b)(5)

(b)(5)

To

address these challenges, the President issued Executive Order 13807: *Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure*. In this Executive Order, the President directs Interior as follows: “The Department of the Interior shall provide to OMB a strategy and recommendations for a multi-agency reorganization effort that would further the aims of this order.” Based upon Interior’s proposal, OMB is directed to work with Interior and the heads of the impacted agencies to incorporate the strategy into their Agency Reform Plans. In this document, Interior has set forth a bold multi-agency reorganization which seeks to meet the President’s directive as set forth in the Environmental Review and Permitting Process for Infrastructure Executive Order. (b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



(b)(5)

(b)(5)

\*\*\*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Secretary's Vision: scope and prioritization

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

# Interior's Reform Proposal

(b)(5)

## Current challenges across Interior

### *Too few employees on the front line delivering citizen service*

For a number of years, Interior's budget has been flat, and the number of employees has stayed level, yet the Department's responsibilities have increased, along with increased demand for service from the public and greater public expectations about what quality of service is acceptable in the 21<sup>st</sup> Century. Since the vast majority of Interior's service delivery happens at the local level, in the field, (b)(5)

(b)(5)

### *Communication challenges between regional and field offices*

(b)(5)

(b)(5)

This means that officials who are located hundreds or even thousands of miles away from an affected community are making decisions affecting the future of that community, when they lack the appropriate knowledge and contextual understanding to make the best decisions. This also means that our field level employees are often required to implement a decision that they think is flawed and over which they had little influence. One of the reasons for decisions getting "kicked upstairs" is because Interior's bureaus often have competing equities, and the only place that the competing chains of command formally have a mutual superior is in Washington, D.C. (b)(5)

(b)(5)

With authority also must come accountability.

(b)(5)

(b)(5)

## U.S. Department of the Interior AGENCY REFORM PLAN

(b)(5)

*Workforce concentration in large metropolitan areas like Washington, D.C. and Denver, Colorado*

Office space in large cities is more expensive than comparable space in smaller communities, and the socioeconomic environment of large urban areas tends to differ from that of the communities where most of the Department's work is performed and services are delivered. This tendency to locate regional offices in large cities exacerbates budget problems in a period of constrained resources, and isolates regional directors and their staffs from the majority of the people most directly affected by their decisions.

(b)(5)

(b)(5)

Based upon research and preliminary discussions with the General Services Administration (GSA), the leasing rates for smaller cities located in the West (such as Carson City, NV, Boulder City, NV and Boise ID) are 15-30% of the cost to lease in the Washington, D.C. area (see *Appendix H*). Although employee relocations to second-tier cities will present a significant investment upfront, Interior anticipates the long-term return on investment will be significant in terms of Interior's budget for the next several decades.

*Silos between bureaus*

Over the Department's 168 year history, Interior has inherited a very wide variety of responsibilities and directives, many of which have the potential to conflict with one another. Each Interior bureau has its own statutory authorizations, and geographically distinct areas of land management responsibilities. The individual missions and geographic areas has created the environment for bureaucratic silos to evolve that impede horizontal communication across bureaus. This also predisposes bureau leadership to narrow their frame of reference, and to discourage managers from acquiring a breadth of experience that would enable them to make more informed and effective decisions.

*Multiple regional structures across Interior's bureaus*

Interior has nine bureaus, each with their own unique regional office structure.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

*Showing Respect for All of Our Employees, Contractors, and Volunteers*

Interior is immersed in sexual harassment and hostile work environment challenges. The Secretary is committed to a zero tolerance policy for sexual harassment and discrimination, and is determined to rectify past problems and create work environments across the Department where employees, contractors, and volunteers are confident that they are respected both personally and professionally. Most importantly, this is the necessary and right thing to do for the employees impacted by sexual harassment and a hostile work environment, as well as to ameliorate the morale and productivity challenges it creates.

*Employee morale*

Based on the 2016 Federal Employee Viewpoint Survey, there are four areas where the work life experience of Interior employees differs significantly from that of other federal employees:

- Only 48% of Interior employees believe their workload is reasonable, compared to 57% of all federal employees, with National Park Service employees feeling most overwhelmed, at 36%.
- Only 68% of DOI employees feel prepared for potential security threats, compared to 77% of all federal employees, with National Park Service employees feeling least secure, at 57%.
- Only 53% of Interior employees feel managers communicate the goals and priorities of the organization, compared to 60% of all federal employees. The Office of the Solicitor had the lowest Interior score, at 30%.
- Only 52% of Interior employees agree that managers review and evaluate the organization's progress toward meeting its goals and objectives, compared to 60% of all federal employees. The Office of the Solicitor again trails the department, with 35% answering affirmatively.

Interior has particular strengths and opportunities for improvement. The following tables depict the questions from the 2016 Federal Employee Viewpoint Survey to which Interior employees responded most positively, and least positively.

U.S. Department of the Interior  
AGENCY REFORM PLAN

### Top 10 FEVS Questions (FY 2016) - Most Positive Responses by Percentage

Question	Percent positive
When needed I am willing to put in the extra effort to get a job done.	96.06%
I am constantly looking for ways to do my job better.	91.10%
How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	90.80%
The work I do is important,	90.00%
I like the kind of work I do.	86.10%
How would you rate the overall quality of work done by your work units?	82.50%
I know how my work relates to the agency's goals and priorities.	81.60%
My supervisor supports my need to balance work and other life issues.	81.60%
I am held accountable for achieving results.	80.90%
My supervisor treats me with respect.	80.30%

These survey question results demonstrate what Interior already knows--that Interior is the government agency where employees are passionate about their work and the mission of Interior. Interior's employees are willing to go the extra mile, value their work, want to do their jobs better, and enjoy what they are doing. These are strengths motivating high performance for the American people, which Interior will continue to cultivate and reinforce.

### Top 10 FEVS Questions (FY 2016) - Least Positive Responses by Percentage

Question	Percent positive
Pay raises depend on how well employees perform their jobs.	50.800%
I have sufficient resources (for example, people, materials, budget) to get my job done.	57.200%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	58.000%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	61.500%
In my work unit, differences in performance are recognized in a meaningful way.	63.000%
I believe the results of this survey will be used to make my agency a better place to work.	64.500%

U.S. Department of the Interior  
AGENCY REFORM PLAN

Promotions in my work unit are based on merit.	65.100%
How satisfied are you with your opportunity to get a better job in your organization?	65.300%
My work unit is able to recruit people with the right skills.	65.700%
My workload is reasonable.	65.900%

Based on these results, performance management, supervisory quality, and talent development are areas Interior has identified for improvement.

*Employee Engagement*

Interior ranks 33 out of 37 federal agencies in employee engagement, based on OPM 2016 data. Interior is also currently ranked in 11th place out of 18 large federal agencies in the annual Best Places to Work in the Federal Government report by the Partnership for Public Service and has stalled in this ranking for a number of years. (b)(5)

(b)(5)

\*\*\*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Interior's Internal Reform Proposal

(b)(5)

Leadership development & career path planning

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

In the wake of the *Deepwater Horizon* explosion and oil spill in April 2010, then-Secretary of the Interior Salazar ordered the reorganization of the Minerals Management Service to address “real and perceived conflicts between the resource management, safety and environmental oversight and enforcement, and revenue collection responsibilities” (Secretary’s Order 3299, May 19, 2010). On October 1, 2011, the two new bureaus for managing offshore activities were created:

- Bureau of Ocean Energy Management (BOEM), responsible for the sustainable development of OCS conventional and renewable energy and mineral resources, including resource evaluation, planning, and other activities related to leasing and resource management.
- Bureau of Safety and Environmental Enforcement (BSEE), responsible for ensuring comprehensive oversight, safety, and environmental protection in all offshore energy and mineral activities.

The two Bureaus are co-located in Washington D.C., Sterling, VA, Jefferson, LA, Anchorage, AK, and Camarillo, CA. BSEE also has an office in Houston and five district offices in Louisiana and Texas. According to their respective FY 2018 budget justifications, BSEE has 881 FTEs in FY 2017, and BOEM has 570.

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The President's Budget for FY 2018 proposes to eliminate funding for the following major program areas, resulting in a cost savings of at least \$132 Million. (b)(5)

(b)(5) (see *Appendix I*).

*Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation*

The Budget proposes to eliminate funding introduced in 2016 for Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation. The AML grant pilot program was developed by Congress in response to the 2016 budget mandatory proposal to convert \$1 billion from the unappropriated balance of the AML Fund to funding for states to expedite the cleanup and redevelopment of eligible lands and waters affected by historic coal mining practices and thus promote economic development. Congress appropriated \$90 million in 2016 discretionary funding for these activities in three Appalachian states (KY, WV, and PA). In 2017, Congress added an additional \$15 million to provide a total of \$105 million for Kentucky, West Virginia, Pennsylvania and three additional states. These grants are not central to the Office of Surface Mining Reclamation and Enforcement's (OSMRE) mission and overlap with existing funds to reclaim abandoned coal mines. In addition, OSMRE would have to build capacity and leverage expertise from other agencies to implement this approach.

*Grant funding for the Heritage Partnership Program*

The Budget also proposes to eliminate grant funding for the Heritage Partnership Program, a \$19 million reduction. This program provides financial and technical assistance to congressionally

U.S. Department of the Interior  
AGENCY REFORM PLAN

designated National Heritage Areas, which are managed by non-Federal organizations to promote the conservation of natural, historic, scenic, and cultural resources. This program is secondary to the primary mission of the National Park Service and would be better sustained by partners. As noted in a Government Accountability Office report, there is no systematic process for designating Heritage Partnership Areas or determining their effectiveness. A Heritage Foundation report raised concerns that these grants are diverting resources from core National Park Service responsibilities, such as protecting resources and providing services in national parks. These grants to state and local entities are not clearly a Federal responsibility; instead, National Heritage Area managers should use the national designation to open doors to more sustainable funding opportunities from local and private beneficiaries.

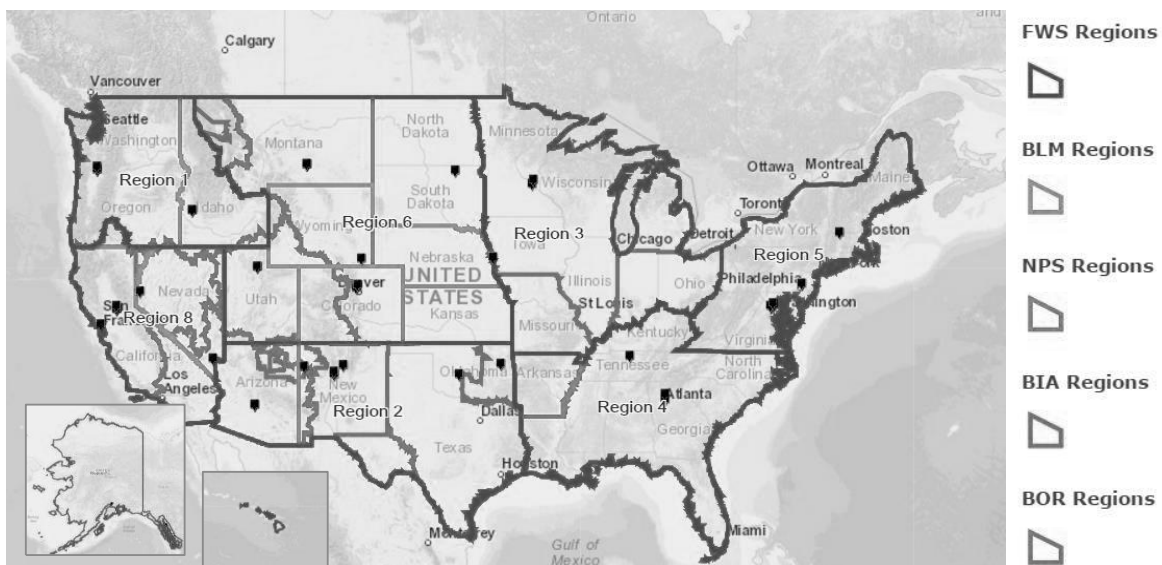


(b)(5)

## U.S. Department of the Interior AGENCY REFORM PLAN

(b)(5)

Regions of Interior's Bureaus: FWS, BLM, NPS, BIA and BOR



*Interior has over 40 distinct regions across Interior's bureaus.*

Currently, each Interior bureau has a regional structure that follows unique geographical boundaries with regional offices in different cities. (b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Future Targets*

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

As workforce reshaping planning continues, a more detailed budget estimate of potential up-front investment costs and long-term budget needs will be available in the future.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Information Management and Technology provides modern and secure technology solutions to advance the Interior's ability to deliver programs and services to the public and our customers. Interior has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover. Interior is working collaboratively with our user community to better understand what their needs are in the field. (b)(5)

(b)(5)

Interior will continue to emphasize shared administrative support services through the utilization of the Interior Business Center (IBC) and the Department's consolidated Financial and Business Management System (FBMS). (b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## The Secretary's Message

### The Next Frontier of Federal Land and Water Management

In the Department of the Interior's Agency Reform Plan, I have proffered a bold government-wide reform that will prepare federal land and water management for the next 100 years. We seek to achieve the President's Vision of reforming the federal government to work better for the American taxpayer, as outlined in the President's Executive Order 13781: *Comprehensive Plan for Reorganizing the Executive Branch*, and further delineated through OMB Memorandum M-17-22.



(b)(5)

(b)(5)

I intend to move the Department of the Interior forward consistent with that plan, based on all of the initiatives I have laid out for the Interior's internal reform. I am committed to boldly preparing federal land and water management for the next 100 years, and to transforming the way we serve the American public.

Secretary Ryan Zinke

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix A: Interior's Agency Reform Plan Elements & Approach

### Analytical Framework

As instructed by OMB in Memorandum M-17-22, Interior's reform proposals are developed based upon management analysis, to include in-depth reviews and discussions, with the overarching focus on scoping Interior's programs and operations to ensure alignment with Interior's mission. Through observations of existing structures and processes, and supported by public comments, Interior leadership identified areas that could be streamlined through realignment and/or consolidation, or elimination of unnecessary programs. This analytical approach ensures Interior continues to focus on the areas that are most closely tied to Interior's mission, and eliminates and/or realigns programs to ensure Interior continues to leverage its resources effectively and efficiently for the American public.

### Agency Reform: Public Input

Interior received over 6,755 separate comments from the public on reform recommendations. All of the comments were reviewed and sorted into one of the three following categories: 1) General comments, not directly or specifically relevant to DOI – 5,986 comments (89% of total); 2) Generally relevant to DOI – 533 comments (8% of total); 3) Specifically relevant to DOI and potentially applicable – 236 comments (3% of total). Interior's reform proposal incorporates and addresses recommendations from the public, with a focus on enhancing the customer service experience the American public receives from Interior's offices and bureaus.

For additional information on specific public input Interior received, see *Appendix B: Public Input*.

### Performance Goals and Indicators

Interior has included performance goals and milestones in our draft Government Performance and Results Act Strategic Plan, to track and report progress on our reform proposal.

For the specific list of goals and indicators, see Interior's draft Strategic Plan.

### Costs, Budget Impacts and Timeline

Due to the magnitude, and complexity of Interior's reform proposal, the overall budget implications and net budgetary impact are not yet fully identified. The phasing of each proposal component is estimated based upon the information gathered to date, but may change as Interior advances the planning process.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Space reduction in Washington, D.C. and Denver, CO*

(b)(5)

*FY 2019 Budget Request*

(b)(5)

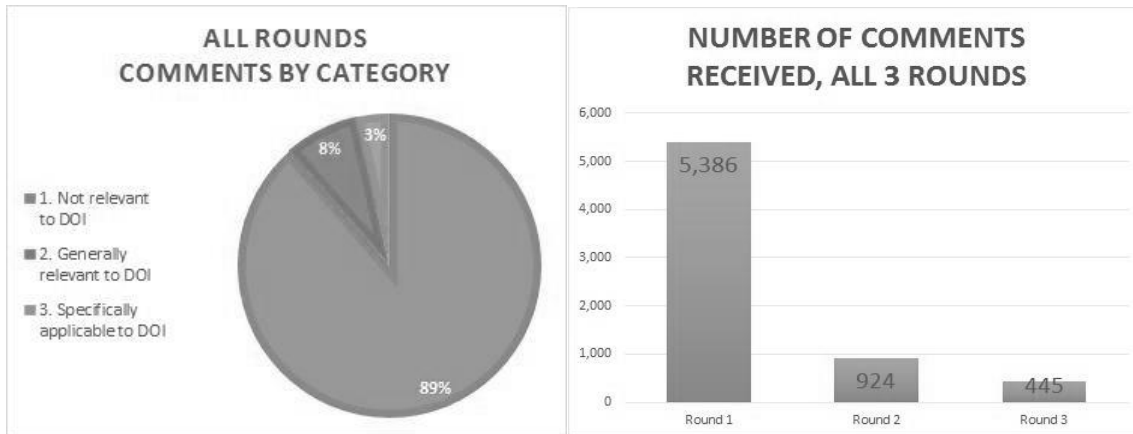
*Implementation timeline*

As Interior continues to build out the implementation plans for the agency reform initiatives, a clearer picture will emerge of the detailed timeline, to include investment costs and potential long-term savings and citizen service improvements.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix B: Public Input



**Figures 1 (left) and 2 (right). Breakdown of all comments by category, and total number of comments for each round.**

In FY 2017, OMB solicited input from the public on recommendations for federal agency reforms. OMB collected the comments from the public via a form on the White House website from April through June 2017, and provided the comments in three rounds to Interior. Interior received the most comments from the public in the first round.

Comments specifically relevant to DOI and potentially applicable

About 3% of comments were categorized as specific to DOI and potentially applicable to agency management responsibilities. These comments directly mentioned a DOI bureau, program, policy or management activity and made recommendations that were potentially applicable for leadership consideration.

Major themes were:

- **Transferring public land to states and local governments.** Some of these comments suggested that the federal government owns too much land in the West or in general.
- **Consolidating, merging or reorganizing federal land agencies and natural resource agencies.** Some comments suggested this would reduce redundancy. The Bureau of Land Management and US Forest Service were frequently suggested for consolidation.
- **Privatizing elements of DOI agencies.** Some comments favored privatization of federal programs or resources, including elements of the National Park Service.
- **Targeted funding increases or decreases.** Many comments identified specific DOI programs and activities for funding increases or cuts. Requests to increase or maintain funding for the National Park Service was especially common.
- **Indian Affairs management issues.** Recommendations were made to give all Indian Affairs program funding directly to Tribes or serve Indians through other programs.

U.S. Department of the Interior  
AGENCY REFORM PLAN

- **DOI law enforcement management activities.** Several comments called for disarming DOI law enforcement.
- **Partnerships.** Some comments encouraged the use of partnerships between the federal government/DOI and non-federal partners.
- **Management of BLM's Wild Horse and Burro program.** Many comments called for the protection of wild horses and burros and called for changes to the existing Wild Horse and Burro program. Suggested changes included ending roundups, eliminating funding, managing animals on-range and maintaining limits on sales.



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix C: Stakeholder Impact Matrix

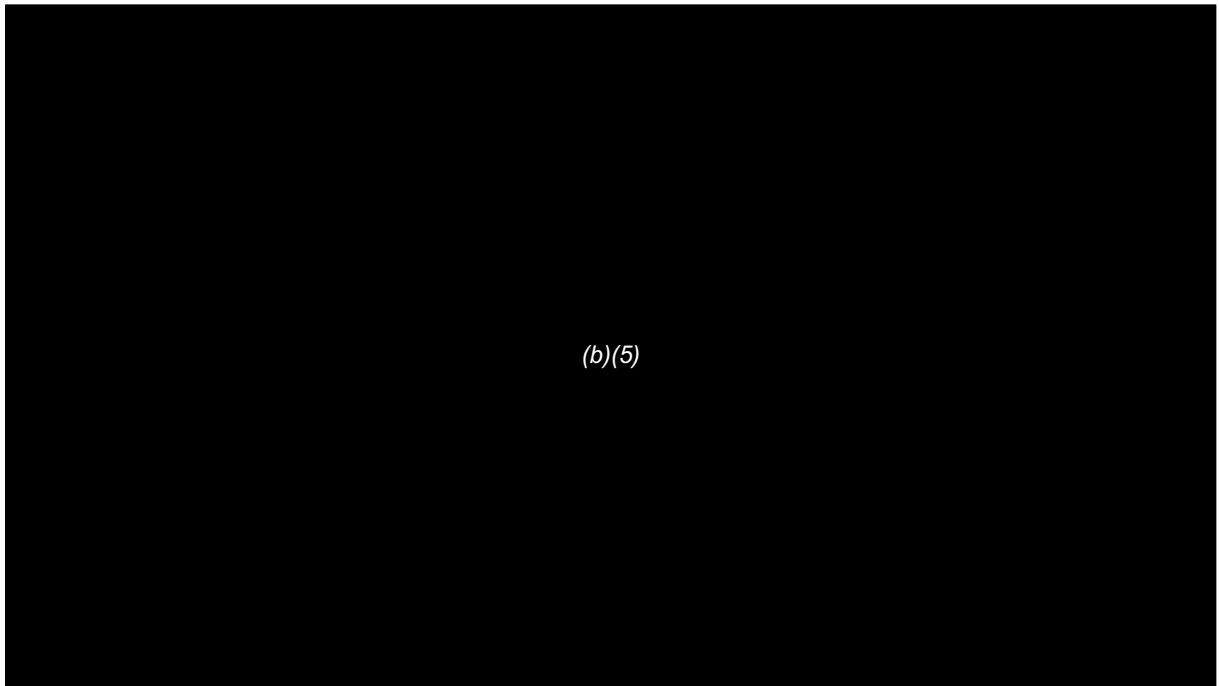
### Stakeholder impact analysis

Interior analyzed the level of impact many of Interior's reform initiatives will have on Interior's stakeholders. This list of reform initiatives is not exhaustive, but highlights many of the key proposals.

#### *Key findings*

Based on the analysis, Interior anticipates the most impacts of Interior's reform will be on DOI employees and customers, with some impacts on the states, industry, Congress, the public and OMB.

### Stakeholder Impact Matrix



(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix E: Long-Term Workforce Plan

### Background

(b)(5)

### Future Workforce Vision

(b)(5)

### Workforce Strategies

(b)(5)

### *Hiring Controls*

On April 14, 2017, the Department established hiring controls and procedures to enable limited hiring, prioritizing filling field positions, and limiting hires in the Washington, DC and Denver, CO areas. As of September 1, 2017 the Department has reviewed over 1,900 hiring waiver requests submitted by the bureaus and offices. Approximately 60% of the requests have been approved by the Deputy Secretary. The requests that have not been approved are being discussed to determine if the positions are essential to Interior's Mission and priorities.

### *Voluntary Early Retirement Authority (VERA) / Voluntary Separation Incentive Payments (VSIP)*

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Other Options*

- Attrition
- Reassignments
- Performance Management including automation of performance assessments
- Performance-Based Actions
- Adverse Actions
- Telework Agreements
- Recruitment, Relocation, and Retention Incentives
- Phased Retirement
- Administrative Furlough
- Reduction in Force (RIF)

Major Workforce Actions

The Agency Reform Plan includes 14 internal reform proposals. The estimated impact to the Interior workforce for each proposal is still being determined. It is possible that not all of these reform proposals will have an impact on the workforce. However all 14 proposed actions are included in the table below.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

VERA/VSIP Authority

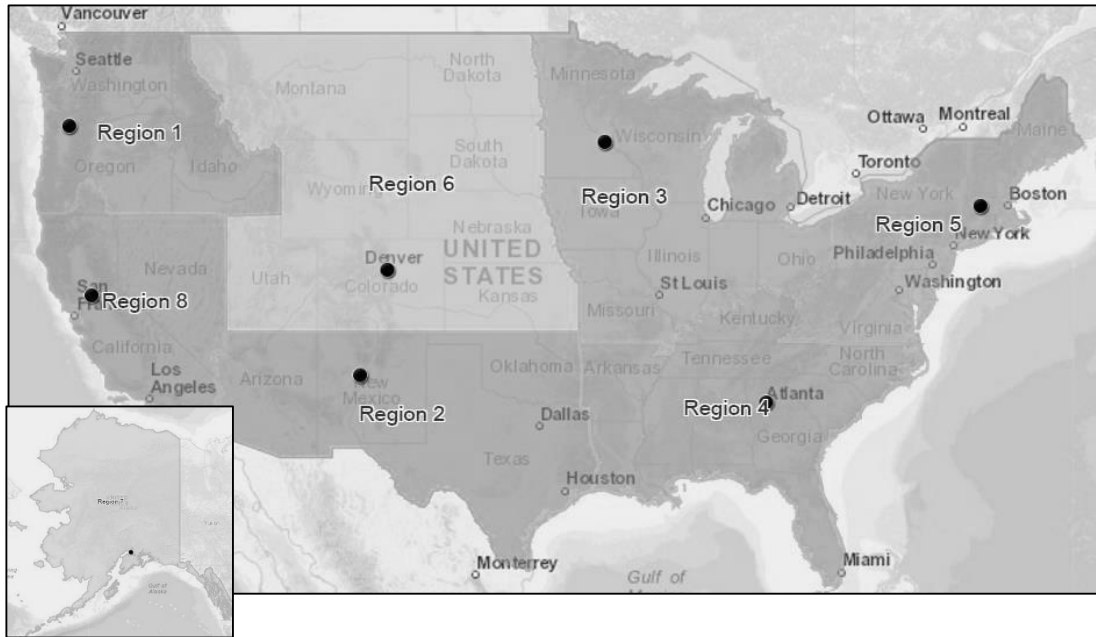
The Department seeks VSIP/VERA approval authority so that it can enhance efficiencies and effectiveness on an agency-wide scale. In order to provide maximum flexibility to our bureaus and Departmental offices, VSIP/VERA is one of the best management tools to cost-efficiently achieve organizational restructuring and reshaping while minimizing unnecessary disruptions in the workforce. Interior would prefer to have VSIP authority delegated to it by the Office of Personnel Management (OPM), rather than having to seek OPM approval for each VSIP offered.



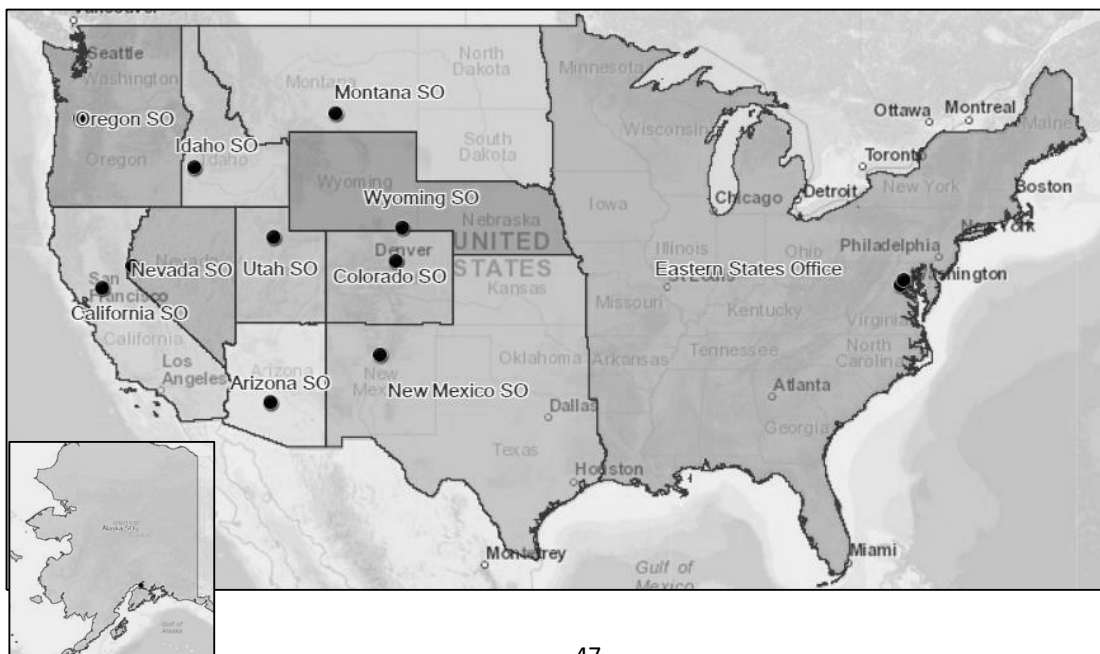
U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix F: Current Interior Regional Boundaries

### U.S. Fish and Wildlife Service (FWS)

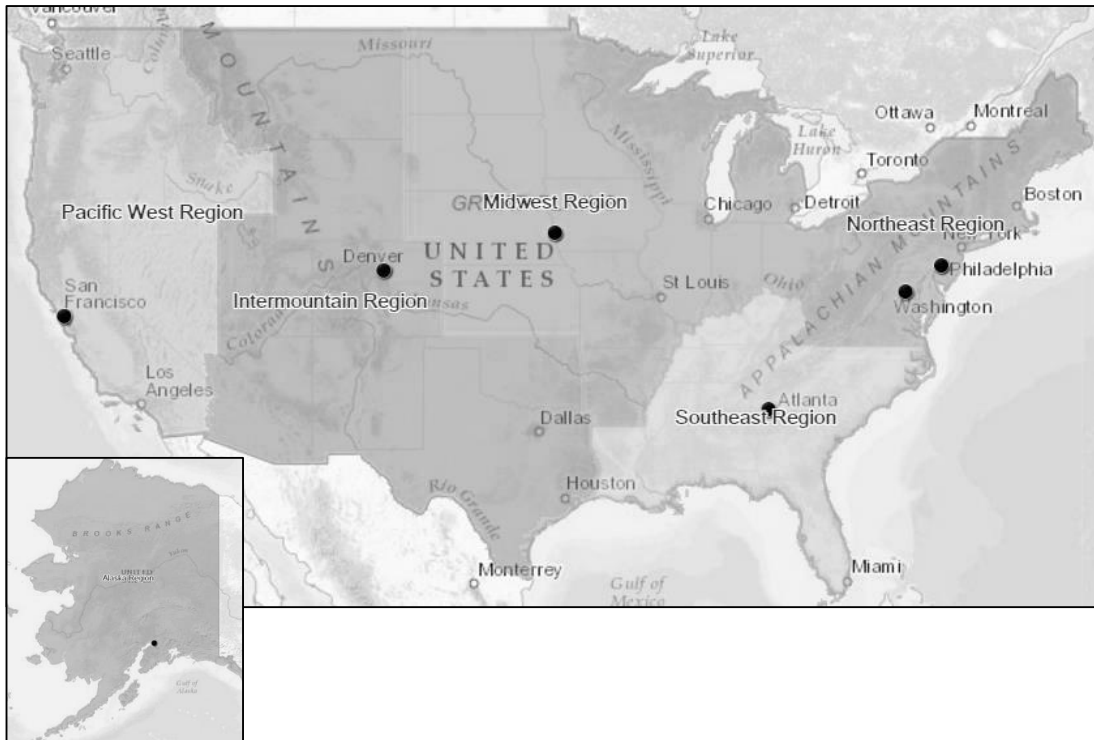


### Bureau of Land Management (BLM)

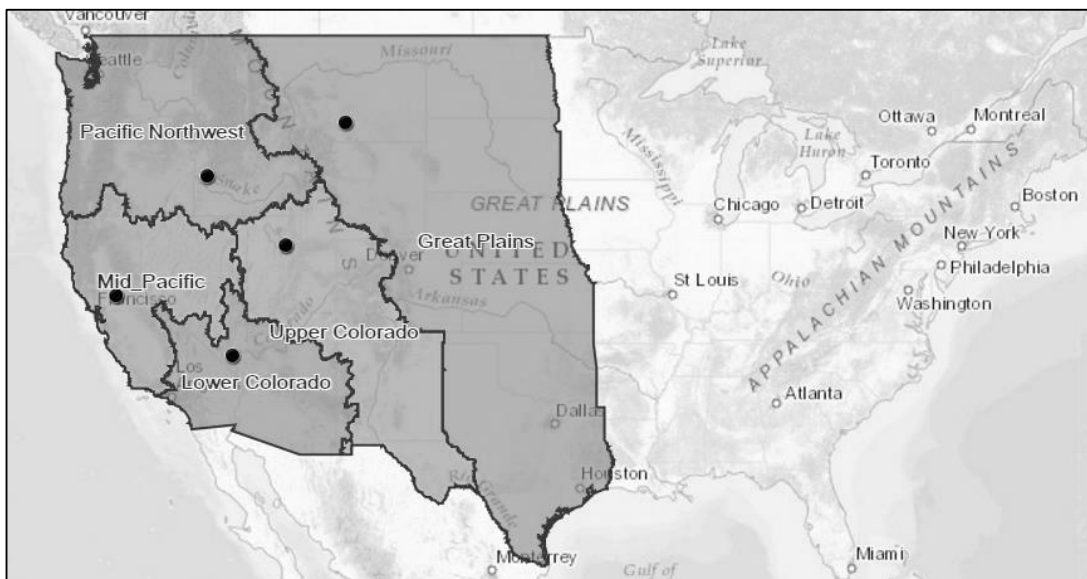


## U.S. Department of the Interior AGENCY REFORM PLAN

### National Park Service (NPS)

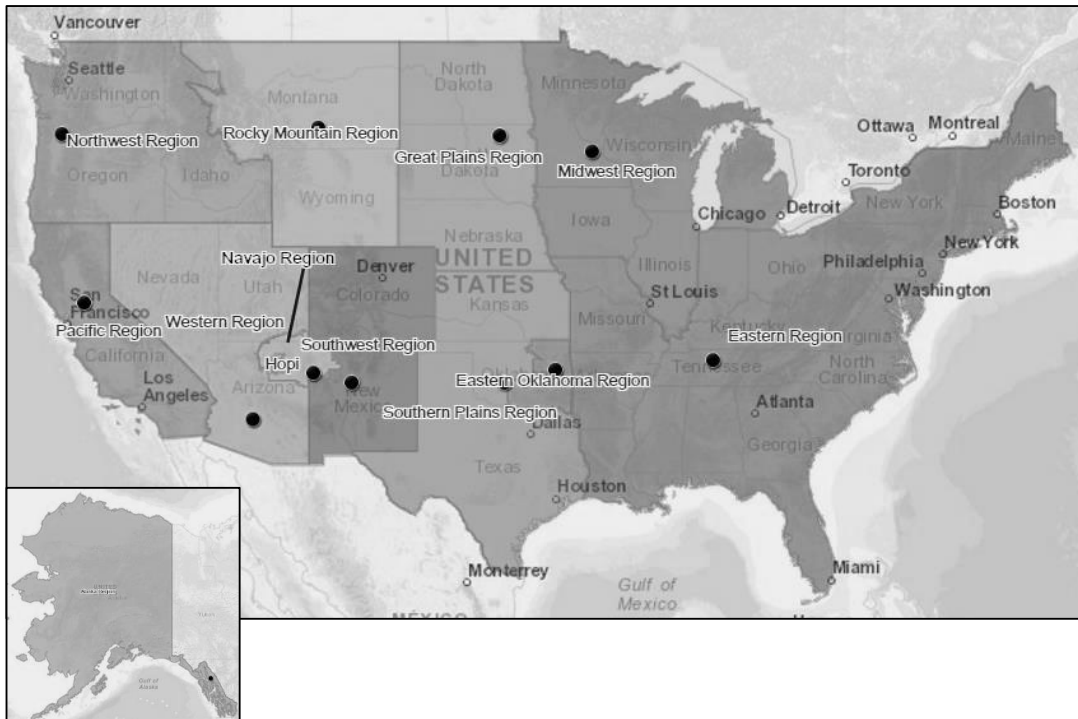


### Bureau of Reclamation (BOR)



U.S. Department of the Interior  
AGENCY REFORM PLAN

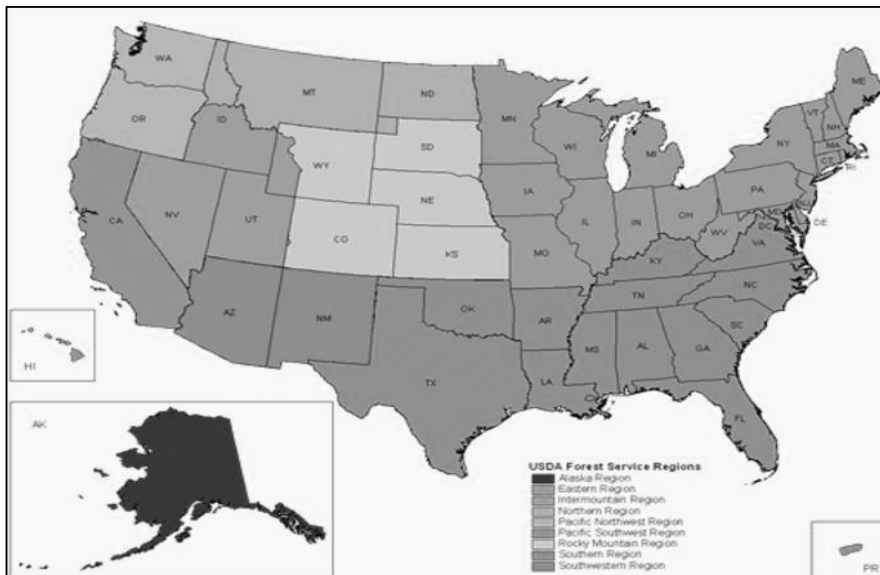
**Bureau of Indian Affairs (BIA)**



U.S. Department of the Interior  
AGENCY REFORM PLAN

# Appendix G: USFS, NMFS, USACE, EPA Regional Boundaries

## U.S. Department of Agriculture Forest Service (USDA/FS)

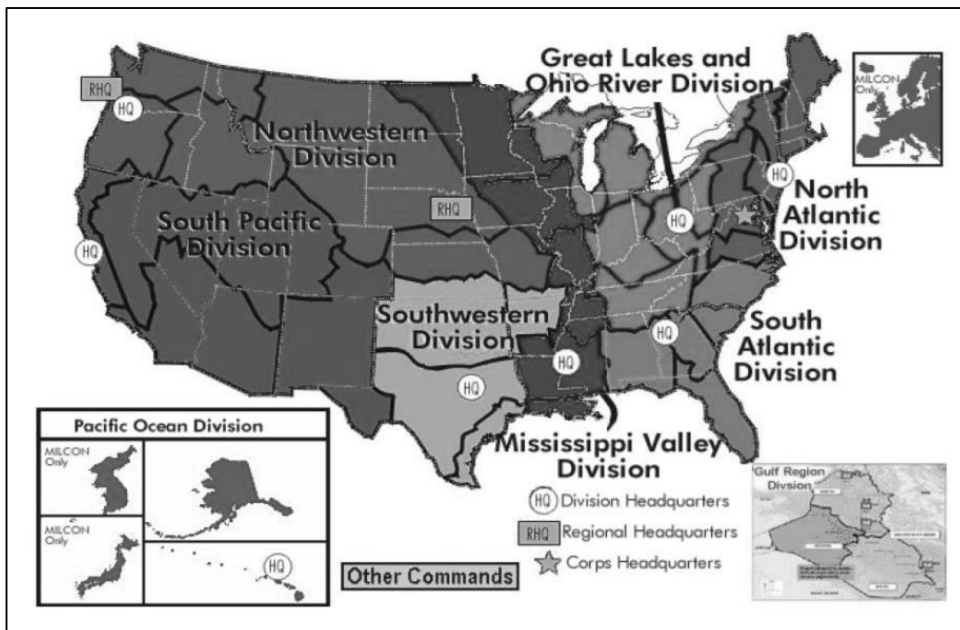


## National Marine Fisheries Service (NMFS)

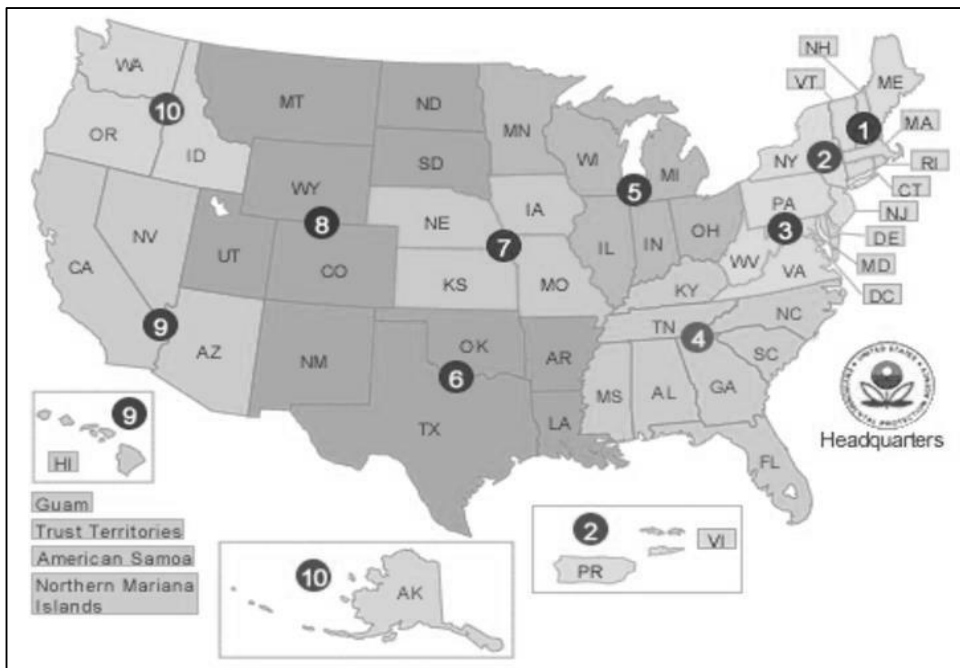


U.S. Department of the Interior  
AGENCY REFORM PLAN

U.S. Army Corps of Engineers (USACE)



Environmental Protection Agency (EPA)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix H: Leasing Rates Table

### Initial Research of Leasing Rates

Interior has coordinated with GSA in completing initial research and analysis of leasing rates in existing and potential city locations. For this particular study, Interior gathered data for the metro DC area, Denver area, Carson City, NV, Boulder City, NV and Boise, ID. (b)(5)

(b)(5)

Leasing Rates - Current			
Washington, D.C., Denver, Carson City, Boulder City & Boise			
Potential data for initial budgeting projections			
Area	Location	Price per Sq. Ft.	Notes
Metro DC	Main Interior Building	\$56/sf	Based on 1,000,000 sqf/historic
	Within ½ mile of MIB	\$50-60/sf	
	Arlington	\$40-\$50/sf	Based on buildings along Metro line
	Herndon/Reston	\$25-\$35/sf	
Denver Area	Denver Federal Center	\$22-\$24/sf	Space less than 10,000 sqf
	Lakewood	\$19-\$27/sf	Space between 10,000-15,000 sqf
	Denver Central Business District	\$20-\$30/sf	Courthouses; space up to 90,000 sqf
	Denver Tech Center	\$20-\$27/sf	In Englewood - 20 mi from downtown; space up to 55,000 sqf.
Carson City, NV	705 N. Plaza Federal Building (0 sqf vacant)	\$10-\$15/sf	GSA only found two other properties with 25,000 sf + vacant (nothing larger than 36,000 sf), a retail center and old church, which are not viable options to accommodate the size.
Boulder City, NV		\$10-\$17/sf	GSA does not have any property in their inventory and found no buildings with more than 10,000 sf vacant. Only two with any vacant space under 10k, both retail/office (not even options).
Boise, ID	James A McClure Federal Building and Courthouse - 5,796 sf vacant (GSA inventory)	\$20-\$25/sf	There are four properties that have vacancy that could meet 60k to 72k sf (400 ppl x 150sf/180sf).

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix I: Additional programs recommended for elimination of funding

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

**To:** Jorjani, Daniel[daniel.jorjani@sol.doi.gov]  
**Cc:** Glassick, Daniel[(b)(6),(b)(7)(C)]@doioig.gov; Bialeschki, Sarah[(b)(6),(b)(7)(C)]@doioig.gov  
**From:** Gregoire, Stephen  
**Sent:** 2017-09-08T11:59:12-04:00  
**Importance:** Normal  
**Subject:** Re: Followup to IG Meeting  
**Received:** 2017-09-08T11:59:58-04:00

Thank you Dan.

V/R

Steve

Stephen Gregoire  
Regional Supervisor  
U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067  
Mobile: (b)(6),(b)(7)(C)  
Email: (b)(6),(b)(7)(C)@doioig.gov

---

On Fri, Sep 8, 2017 at 11:56 AM, Jorjani, Daniel <daniel.jorjani@sol.doi.gov> wrote:

Attached.

On Fri, Sep 8, 2017 at 11:39 AM, Gregoire, Stephen <(b)(6),(b)(7)(C)@doioig.gov> wrote:

Good Morning Dan,  
I'm just following up with you on the meeting we had on 5 September. You had mentioned that the composition of the ERB committee members had changed and that there was possibly an email or memo related to the change. We had asked for a copy of the communication and we are wondering if you have been able to locate the memo/email. If so, can you please forward a copy to me at your earliest possible convenience. If you have any questions please don't hesitate to contact me. As always,

Respectfully,

Steve

Stephen Gregoire  
Regional Supervisor  
U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067

Mobile: (b)(6),(b)(7)(C)

Email: (b)(6),(b)(7)(C)@doioig.gov

---

---

**To:** Gregoire, Stephen [(b)(6),(b)(7)(C)]@doioig.gov]  
**From:** Jorjani, Daniel  
**Sent:** 2017-09-08T12:00:48-04:00  
**Importance:** Normal  
**Subject:** Re: Followup to IG Meeting  
**Received:** 2017-09-08T12:01:44-04:00

No problem.

On Fri, Sep 8, 2017 at 11:59 AM, Gregoire, Stephen <[(b)(6),(b)(7)(C)]@doioig.gov> wrote:

Thank you Dan.

V/R

Steve

Stephen Gregoire  
Regional Supervisor  
U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067  
Mobile: [(b)(6),(b)(7)(C)]  
Email: [(b)(6),(b)(7)(C)]@doioig.gov

---

On Fri, Sep 8, 2017 at 11:56 AM, Jorjani, Daniel <daniel.jorjani@sol.doi.gov> wrote:

Attached.

On Fri, Sep 8, 2017 at 11:39 AM, Gregoire, Stephen <[(b)(6),(b)(7)(C)]@doioig.gov> wrote:

Good Morning Dan,

I'm just following up with you on the meeting we had on 5 September. You had mentioned that the composition of the ERB committee members had changed and that there was possibly an email or memo related to the change. We had asked for a copy of the communication and we are wondering if you have been able to locate the memo/email. If so, can you please forward a copy to me at your earliest possible convenience. If you have any questions please don't hesitate to contact me. As always,

Respectfully,

Steve

Stephen Gregoire  
Regional Supervisor  
U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067

Mobile: (b)(6),(b)(7)(C)

Email: (b)(6),(b)(7)(C)@doioig.gov

---

---

**To:** Jorjani, Daniel[daniel.jorjani@sol.doi.gov]  
**Cc:** Glassick, Daniel[(b)(6),(b)(7)(C)]@doioig.gov]; Bialeschki, Sarah [(b)(6),(b)(7)(C)]@doioig.gov]  
**From:** Gregoire, Stephen  
**Sent:** 2017-09-08T11:39:04-04:00  
**Importance:** Normal  
**Subject:** Followup to IG Meeting  
**Received:** 2017-09-08T11:39:51-04:00

Good Morning Dan,

I'm just following up with you on the meeting we had on 5 September. You had mentioned that the composition of the ERB committee members had changed and that there was possibly an email or memo related to the change. We had asked for a copy of the communication and we are wondering if you have been able to locate the memo/email. If so, can you please forward a copy to me at your earliest possible convenience. If you have any questions please don't hesitate to contact me. As always,

Respectfully,

Steve

Stephen Gregoire  
Regional Supervisor  
U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067  
Mobile: [(b)(6),(b)(7)(C)]  
Email: [(b)(6),(b)(7)(C)]@doioig.gov

---

---

**To:** Gregoire, Stephen [REDACTED]@doioig.gov]  
**Cc:** Glassick, Daniel [REDACTED]@doioig.gov]; Bialeschki, Sarah [REDACTED]@doioig.gov]  
**From:** Jorjani, Daniel  
**Sent:** 2017-09-08T11:56:46-04:00  
**Importance:** Normal  
**Subject:** Re: Followup to IG Meeting  
**Received:** 2017-09-08T11:57:37-04:00  
[ERB Memo\\_8-11-17.pdf](#)

Attached.

On Fri, Sep 8, 2017 at 11:39 AM, Gregoire, Stephen <[REDACTED]@doioig.gov> wrote:

Good Morning Dan,  
I'm just following up with you on the meeting we had on 5 September. You had mentioned that the composition of the ERB committee members had changed and that there was possibly an email or memo related to the change. We had asked for a copy of the communication and we are wondering if you have been able to locate the memo/email. If so, can you please forward a copy to me at your earliest possible convenience. If you have any questions please don't hesitate to contact me. As always,

Respectfully,

Steve

Stephen Gregoire  
Regional Supervisor  
U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067  
Mobile: [REDACTED]  
Email: [REDACTED]@doioig.gov

---

---

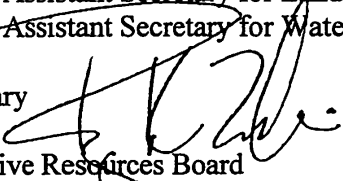


THE SECRETARY OF THE INTERIOR  
WASHINGTON

AUG 11 2017

**Memorandum**

**To:** Deputy Secretary  
Chief of Staff  
Associate Deputy Secretary  
Assistant Deputy Secretary  
White House Liaison  
Acting Solicitor ✓  
Principal Deputy Assistant Secretary – Policy, Management and Budget  
Acting Assistant Secretary for Land and Minerals Management  
Acting Assistant Secretary for Water and Science

**From:** Secretary 

**Subject:** Executive Resources Board

On May 19, 2017, I established the Executive Resources Board (ERB). Effective the date of this memorandum, I am naming Deputy Secretary David Bernhardt to serve as the Chairperson of the ERB. I am also naming Mr. Todd Willens, Ms. Katharine MacGregor, and Ms. Andrea Travnicek as members of the ERB.

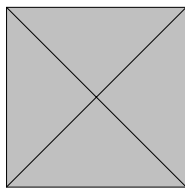
The membership of the ERB for the Department of the Interior (Department) is as follows:

- Deputy Secretary, *Chairperson*  
(Mr. David Bernhardt)
- Chief of Staff, *Member*  
(Mr. Scott Hommel)
- Associate Deputy Secretary, *Member*  
(Mr. James Cason)
- Assistant Deputy Secretary, *Member*  
(Mr. Todd Willens)
- White House Liaison, *Member*  
(Ms. Lori Mashburn)
- Acting Solicitor, *Member*  
(Mr. Daniel Jorjani)
- Principal Deputy Assistant Secretary – Policy, Management and Budget, *Member*  
(Mr. Scott Cameron)
- Acting Assistant Secretary for Land and Minerals Management, *Member*  
(Ms. Katharine MacGregor)
- Acting Assistant Secretary for Water and Science, *Member*  
(Ms. Andrea Travnicek)



**To:** Gregoire, Stephen [(b)(6),(b)(7)(C)]@doioig.gov];  
marigrace.caminiti@sol.doi.gov[marigrace.caminiti@sol.doi.gov]  
**Cc:** Glassick, Daniel [(b)(6),(b)(7)(C)]@doioig.gov]; Bialeschki, Sarah [(b)(6),(b)(7)(C)]@doioig.gov]  
**From:** Daniel Jorjani  
**Sent:** 2017-09-08T11:42:03-04:00  
**Importance:** Normal  
**Subject:** Re: Followup to IG Meeting  
**Received:** 2017-09-08T11:42:14-04:00

MG - Can you track down a copy of the memo and send to Stephen. There's a hard copy somewhere on my desk if you don't have a copy. Thank you.



**Daniel H. Jorjani**  
**U.S. Department of the Interior**  
**Acting Solicitor & Principal**  
**Deputy Solicitor**  
**Main Interior Building, Suite 6356**  
**' 202-219-3861 (Voice)**  
**. 202-706-9018 (Cell)**  
**. [daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)**

This electronic message contains information generated by the US Department of the Interior solely for the intended recipients. Any unauthorized interception of this message or the use or disclosure of the information it contains may violate the law and subject the violator to civil or criminal penalties. If you believe you have received this message in error, please notify the sender and delete the email immediately.

Sent from my iPhone

On Sep 8, 2017, at 11:39 AM, Gregoire, Stephen <[(b)(6),(b)(7)(C)]@doioig.gov> wrote:

Good Morning Dan,  
I'm just following up with you on the meeting we had on 5 September. You had mentioned that the composition of the ERB committee members had changed and that there was possibly an email or memo related to the change. We had asked for a copy of the communication and we are wondering if you have been able to locate the memo/email. If so, can you please forward a copy to me at your earliest possible convenience. If you have any questions please don't hesitate to contact me. As always,

Respectfully,

Steve

Stephen Gregoire  
Regional Supervisor

U.S. Department of the Interior  
Office of Inspector General  
Audits, Inspections, and Evaluations

381 Elden Street  
Suite 3000  
Herndon, Virginia 20170

Office: 703-487-8067

Mobile: (b)(6),(b)(7)(C)

Email: (b)(6),(b)(7)(C)@doioig.gov

---

---

**To:** Scott Cameron[scott\_cameron@ios.doi.gov]  
**Cc:** Stephen Gregoire[(b)(6),(b)(7)(C)]@doioig.gov; Daniel Glassick[(b)(6),(b)(7)(C)]@doioig.gov  
**From:** Foss, Sarah  
**Sent:** 2017-09-08T12:17:58-04:00  
**Importance:** Normal  
**Subject:** IG Followup  
**Received:** 2017-09-08T12:18:05-04:00

Good Afternoon Scott,

I'm following up with you about the meeting we had on 31 August. You mentioned that ERB members were provided handouts during the second ERB meeting. I am wondering if you would have a chance to locate those documents and if so could you provide us a copy at your earliest convenience.

If you have any questions please don't hesitate to contact me.

Respectfully,  
Sarah Foss

U.S. Department of the Interior  
Office of Inspector General  
(b)(6),(b)(7)(C)

**To:** Foss, Sarah [(b)(6),(b)(7)(C)]@doioig.gov]  
**Cc:** Stephen Gregoire [(b)(6),(b)(7)(C)]@doioig.gov]; Daniel Glassick [(b)(6),(b)(7)(C)]@doioig.gov]  
**From:** Cameron, Scott  
**Sent:** 2017-09-08T12:29:06-04:00  
**Importance:** Normal  
**Subject:** Re: IG Followup  
**Received:** 2017-09-08T12:29:46-04:00

Hi Sarah,  
Sorry for being less than responsive. I'll go dig them up.

Thanks,  
Scott  
Scott J. Cameron  
Principal Deputy Assistant Secretary for Policy, Management and Budget  
Office of the Secretary of the Interior  
Desk 202 208 4242  
Cell 202 706 9031

On Fri, Sep 8, 2017 at 12:17 PM, Foss, Sarah <[(b)(6),(b)(7)(C)]@doioig.gov> wrote:

Good Afternoon Scott,

I'm following up with you about the meeting we had on 31 August. You mentioned that ERB members were provided handouts during the second ERB meeting. I am wondering if you would have a chance to locate those documents and if so could you provide us a copy at your earliest convenience.

If you have any questions please don't hesitate to contact me.

Respectfully,  
Sarah Foss

U.S. Department of the Interior  
Office of Inspector General  
[(b)(6),(b)(7)(C)]

**To:** Olivia Ferriter[olivia\_ferriter@ios.doi.gov]  
**Cc:** Summers, Christina[christina\_summers@ibc.doi.gov]; Amy Holley[Amy\_Holley@ios.doi.gov]; Elena Gonzalez[maria\_gonzalez@ios.doi.gov]; Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**From:** Cameron, Scott  
**Sent:** 2017-09-06T17:32:41-04:00  
**Importance:** Normal  
**Subject:** Re: Agency Reform Plan - DRAFT - as of 9/4/17  
**Received:** 2017-09-06T18:00:46-04:00  
[Agency Reform Plan 9.6.17 430 pm.docx](#)

Hello everyone,  
This version reflects my edits this afternoon to what Christina gave me mid-afternoon. I am giving this version to Jim today.

Thanks,  
Scott  
Scott J. Cameron  
Principal Deputy Assistant Secretary for Policy, Management and Budget  
Office of the Secretary of the Interior  
Desk 202 208 4242  
Cell 202 706 9031

On Wed, Sep 6, 2017 at 5:09 PM, Olivia Ferriter <[olivia\\_ferriter@ios.doi.gov](mailto:olivia_ferriter@ios.doi.gov)> wrote:

Thanks! Will read in the car tomorrow morning!

Sent from my iPad

On Sep 4, 2017, at 2:54 PM, Summers, Christina <[christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)> wrote:

Attached is the updated DRAFT of the Agency Reform Plan.  
I plan to add in a few additional elements tomorrow (such as the high level timeline, criteria descriptions for the regional, field and local levels, and charts on the JMA model). I also have additional narrative from Scott which I'm weaving into the document.

(b)(5)

Tomorrow I will work on a new version of the document that will reflect the Secretary's modified vision, (b)(5)

(b)(5)

Christina

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director  
Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibc.doi.gov](http://www.ibc.doi.gov)

Your Focus: Your Mission  
Our Focus: You

<Agency Reform Plan 9.4.17.pdf>

<Agency Reform Plan 9.4.17.docx>



# Agency Reform Plan

U.S. Department of the Interior

*Preparing Land and Water Management for the Next 100 Years*

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Page Intentionally Left Blank*



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Table of Contents

<b>Executive Order: Comprehensive Plan for Reorganizing the Federal Government</b> .....	4
Executive Order Summary .....	4
OMB Guidance M-17-22.....	4
Components of Interior’s Reform Proposal .....	5
<b>Federal Government-wide Reform Proposal</b> .....	6
Current challenges across the Federal Government.....	6
Current challenges across Federal Land and Water Management Agencies .....	7
Necessity for a Government-wide Culture Change .....	10
The future frontier: One Federal Land and Water Management Agency .....	12
Benefits of One Federal Land and Water Management Agency .....	13
Implementation approach .....	14
The Secretary’s Vision: scope and prioritization .....	15
<b>Interior’s Reform Proposal</b> .....	17
The Secretary’s vision for a new Interior .....	17
Current challenges across Interior .....	17
The necessity of culture change within Interior.....	19
1. Realign Office of the Special Trustee and the Land Buy Back Program to the Assistant Secretary of Indian Affairs .....	23
2. Reorganize and consolidate BOEM/BSEE .....	23
3. Realign the Office of Natural Resources Revenue to the Assistant Secretary for Land and Minerals Management .....	24
4. Realign the Offices of International Affairs and Native Hawaiian Relations to the Assistant Secretary for Insular Areas .....	24
5. Realign Indian Arts and Crafts Board to the Assistant Secretary for Indian Affairs.....	25
6. Eliminate funding for unnecessary programs .....	25
7. Eliminate reports to decrease agency reporting burden .....	26
8. Propose restructure of DOI regions .....	26
9. Move BLM, BOR and FWS bureau headquarters West .....	29
10. Management of FTEs in Washington, DC, and Denver, CO .....	30
11. Transfer Bureau of Indian Education to the Department of Education .....	31
12. Consolidate and co-locate DOI regional offices .....	31
13. Implement shared leadership model .....	32

U.S. Department of the Interior  
AGENCY REFORM PLAN

<b>14. Emphasize shared administrative support services and coherent management (FBMS, IBC, FITARA)</b>	
.....	33
<b>The Secretary's Message</b> .....	34
<b>The Next Frontier of Federal Land and Water Management</b> .....	34
<b>Appendix A: Interior's Agency Reform Plan Elements &amp; Approach</b> .....	35
Analytical Framework .....	35
Agency Reform: Public Input .....	35
Performance Goals and Indicators .....	35
Costs, Budget Impacts and Timeline.....	35
<b>Appendix B: Public Input</b> .....	38
<b>Appendix C: Stakeholder Impact Matrix</b> .....	40
<b>Appendix D: Reports Recommended for Elimination</b> .....	41
<b>Appendix E: Long-Term Workforce Plan</b> .....	43
Major Workforce Actions.....	44
<b>Appendix F: Interior's Regions</b> .....	48
<b>Appendix G: USFS, NMFS, USACE, EPA Regions</b> .....	51
<b>Appendix H: Leasing Rates Table</b> .....	53
<b>Appendix I: Additional programs recommended for elimination of funding</b> .....	54

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Executive Order: Comprehensive Plan for Reorganizing the Federal Government

### Executive Order Summary

On March 13, 2017, the President of the United States Donald J. Trump issued Executive Order 13781: *Comprehensive Plan for Reorganizing the Federal Government*, which directed the Office of Management and Budget (OMB) and federal agencies to work together on a large-scale plan to reorganize and reshape the federal government. Through the Executive Order, the President directed the head of each federal agency to submit a plan to OMB to reorganize the agency, if appropriate, in order to improve the overall efficiency, effectiveness, and accountability of that agency.

The Executive Order also directed the Director of OMB to develop a government-wide reform plan, which would provide recommendations to eliminate unnecessary agencies, components of agencies, and agency programs, and to merge functions. The reform plan should also include recommendations for any legislation or administrative measures which are necessary to achieve the proposed reforms.

Additional guidance was provided to the Director to consider the following factors:

- *Whether some or all of the functions of an agency, a component, or a program are appropriate for the Federal Government or would be better left to State or local governments or to the private sector through free enterprise;*
- *Whether some or all of the functions of an agency, a component, or a program are redundant, including with those of another agency, component, or program;*
- *Whether certain administrative capabilities necessary for operating an agency, a component, or a program are redundant with those of another agency, component, or program;*
- *Whether the costs of continuing to operate an agency, a component, or a program are justified by the public benefits it provides;*
- *The costs of shutting down or merging agencies, components, or programs, including the costs of addressing the equities of affected agency staff.*

### OMB Guidance M-17-22

To achieve the requirements set forth in the Executive Order, on April 12, 2017, the Director of OMB issued the memorandum M-17-22 “Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce,” providing additional guidance to all federal agencies. In the memorandum, OMB addressed the need for a government-wide reform to better serve the American people, who are increasingly dissatisfied with the cost and

U.S. Department of the Interior  
AGENCY REFORM PLAN

performance of the federal government. OMB highlighted the need for the federal government to focus on eliminating or reducing programs, instead of establishing additional duplicative programs. OMB also requested input from each agency on proposals for internal agency reforms and cross-cutting government reforms.

OMB instructed agencies to look at the alignment of agency activities with the mission, resulting in proposals in the following four categories:

- Eliminate activities
- Restructure or merge
- Improve organizational efficiency and effectiveness
- Workforce management

OMB has instructed all federal agencies to submit an Agency Reform Plan and a Workforce Reduction Plan as part of each agency's FY 2019 Budget submission.

\*\*\*

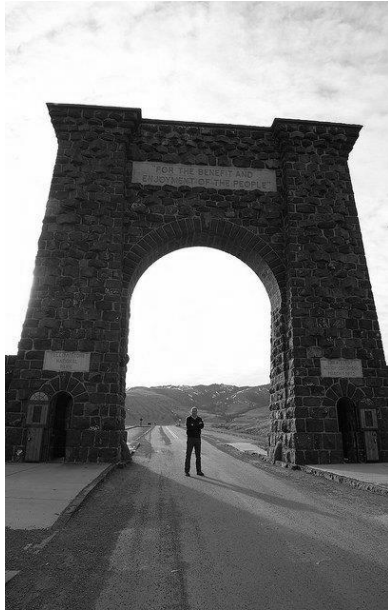
#### Components of Interior's Reform Proposal

To address the President's Executive Order 13781 and OMB Memorandum M-17-22, the Secretary of the Interior proposes the following federal government-wide and internal agency reforms, as organized within the following 3 components:

- Federal Government-wide Reform Plan (as proposed by Interior)
- Interior's Agency Reform Plan
- Interior's Long-Term Workforce Plan (see Appendix E)

Interior's proposals address all four categories identified by OMB.

U.S. Department of the Interior  
AGENCY REFORM PLAN



## Federal Government-wide Reform Proposal

### The Interior Secretary's Vision: A New Frontier in Federal Land and Water Management

In response to the President's Executive Order 13781 and the OMB Director's Memorandum M-17-22, the Secretary of the Interior has set forth a bold and transformational government-wide vision, which seeks to address many of the challenges the federal government faces today. Under the Secretary's strategic vision and leadership, Interior seeks to be at the forefront of the federal government in presenting a visionary reform proposal which will transform the way the federal government currently executes the land and water management mission for the American people.

Through the Secretary's bold reform plan, the Secretary is laying the future foundation for conservation stewardship efforts for federal land and water management. Through the implementation of the Secretary's reform agenda, federal land and water management will more fully model the guiding principle from conservationist President Teddy Roosevelt: "For the Benefit and Enjoyment of the People."

### Current challenges across the Federal Government

As referenced in OMB Memorandum M-17-22, the federal government is in need of reform to be more effective and efficient. The federal government is burdened with layers of bureaucracy, creating more barriers for communicating across agencies, and for effectively accomplishing their missions. Several agencies manage overlapping and duplicative programs, to include federal land and water management agencies. This government-wide issue is compounded as more agency programs have been added without an in depth look at a better solution: eliminating unnecessary programs that do not add value to the American people and consolidating programs that are still necessary but which overlap. Currently, there is also no existing mechanism which directs and ensures the ongoing coordination and collaboration across agencies that work on shared common issues.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Current challenges across Federal Land and Water Management Agencies

Interior has identified many similar challenges occurring across the federal land and water management agencies. A few of the key issues are highlighted as follows, which the Secretary of the Interior seeks to address in his vision for a government-wide reform:

*Overlapping Agency Programs and Missions*

Within the area of land and water management, there are four federal agencies with complementary missions to Interior: the U.S. Forest Service within the Department of Agriculture, the National Marine Fisheries Service (NMFS) within the Department of Commerce, the U.S. Army Corps of Engineers (USACE), and the Environmental Protection Agency (EPA). Each of these federal agencies operates under individual laws enacted by Congress, which challenges a holistic and unified approach for land and water management. The end result is overlapping programs across Interior and the other federal agencies, which are funded and managed separately from each other.

To identify areas of additional mission intersection or overlap across Interior and the four agencies, Interior developed a list of key functions Interior completes and compared this to the list of functions which USFS, NMFS, EPA and USACE complete. The completed matrix provides a closer view of the cross-intersection at the functional level between Interior and the four other agencies.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Federal Land and Water Management Agencies' Mission Matrix

	Functions	DOI										Other Federal Agencies			
		BLM	BOEM	BSEE	OSM	NPS	FWS	BOR	USGS	BIA	BIE	USFS	NMFS	USACE	EPA
Mission/Operations	Recreation	X				X	X	X		X		X		X	
	Permitting	X	X	X	X	X	X	X				X	X	X	X
	Law Enforcement	X				X	X	X		X		X	X	X	X
	Fire - Fuels Management	X					X			X		X			
	Fire - Response	X				X	X			X		X			
	Fire - Salvage	X					X			X		X			
	Land Use Planning on federal lands	X	X			X	X			X		X			
	Partnered Resource Management (non-federal lands)	X				X	X	X				X	X		
	NEPA Compliance	X	X			X	X	X				X	X	X	X
	Invasive Species Management	X				X	X	X	X	X		X	X	X	X
	Endangered Species Management	X				X	X	X		X		X	X	X	
	Cultural Resource Management	X				X	X	X		X	X	X		X	
	Renewable Energy Development	X	X					X		X		X		X	
	Non-Renewable Energy Development	X	X							X		X			
Administrative	Facility Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Information Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquisition	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Financial Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Grants Management	X			X	X	X	X	X	X	X	X			X

From a mission view, the most evident overlap is between the Department of the Interior and the U.S. Forest Service. The U.S. Army Corps of Engineers, the National Marine Fisheries Service and the Environmental Protection Agency also have clear mission intersection with Interior's bureaus.

*History of Federal forest management*

Federal forest management dates back to 1876 when Congress created the office of Special Agent in the U.S. Department of Agriculture (USDA) to assess the quality and conditions of forests in the United States. In 1881, USDA expanded the office into the Division of Forestry. A decade later, Congress passed the Forest Reserve Act of 1891, authorizing the President to designate public lands in the West into what were then called "forest reserves." Responsibility for these reserves fell under Interior until 1905 when President Theodore Roosevelt transferred their care to the Department of Agriculture's new U.S. Forest Service.

Interior works closely with the U.S. Forest Service, but a closer alignment in key areas would be beneficial.

## U.S. Department of the Interior AGENCY REFORM PLAN

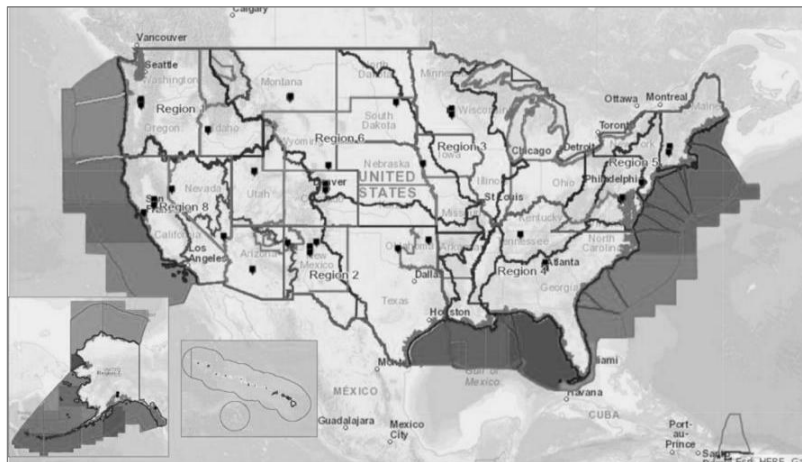
### *Lack of cohesive cross-agency strategy on common issues*

As shown in the Mission Matrix chart, Interior, USFS, NMFS, USACE and EPA have overlapping missions which intersect with one another across multiple functions. Each agency is working on common issues, but only through the narrow lens of their individual missions, and often not towards a common unified goal. This leads to challenges in the areas of National Environmental Policy Act (NEPA) compliance coordination, and permitting processes. Similar to the government-wide challenge, federal land and water management agencies lack a mechanism that directs and ensures the land and water management agencies work together in tandem to achieve the broader vision for their mission areas.

### *Multiple regional structures*

Currently, Interior's bureaus, USFS, NMFS, USACE and EPA each have a separate and distinct regional structure. This slows the coordination efforts on issues across the federal agencies and ultimately impacts the American public, which these agencies serve. A good example of the practical challenges to the existing regional models can be illustrated in the example of a stream. In one stream, there can be a Bureau of Reclamation dam upstream, a downstream Indian reservation, anadromous salmon that are managed by NMFS within the Department of Commerce, and resident fish listed under the Endangered Species Act that are regulated by the Fish and Wildlife Service within Interior, while the Army Corps of Engineers regulates private sector activities in the riparian wetlands. In this case, this one stream can be subject to the jurisdictions of agencies whose regional offices are in five different cities, which may impede efficient citizen service and coordinated agency decisions that best serve the resources.

### Cross Agency Regional Structures – Interior, USFS, NMFS, USACE, EPA





U.S. Department of the Interior  
AGENCY REFORM PLAN

*See Appendix F for individual regional maps of the bureaus within Interior and Appendix G for regional maps for USFS, NMFS, USACE and EPA.*

*Multiple separate offices within the same geographic area*

Across its bureaus, Interior currently has over 41 distinct regions, each with their own regional offices, but often in the same general geographic area. This creates an inefficient use of facilities and resources, which are not shared across bureaus, to include back-office functions, such as human resources, information technology and other shared administrative support services.

The physical separation between bureaus further solidifies and perpetuates the silos each bureau operates within. The regional office staffs of the bureaus are not face-to-face with each other in their daily work, and are not challenged to see their specific work through a broader, and more holistic lens, of working on achieving a unified vision and goal. In many cases, this same issue is also occurring in USFS, NMFS, USACE and EPA, which also have multiple regional offices within the same geographic hub, but that are not co-located.

*Ineffective communication and problem solving*

The lack of co-location across Interior and the other federal agencies prevents Interior and the other agencies from working together more effectively on common issues and pursuing the broader government-wide mission in the areas of federal land and water management. Communication and problem-solving on common issues at the field level is more difficult when there is geographic separation between federal agencies.

(b)(5)

(b)(5)

*NEPA compliance and permitting for new infrastructure projects*

The Keystone Pipeline project (b)(5)  
(b)(5) The project involves an oil pipeline that extends over 1,600 miles, originating in Canada, and crossing three states to its endpoint in Nebraska, where it links up with an existing pipeline. Environmental reviews beginning in 2008 involved the State Department, Department of Transportation, US Fish and Wildlife Service, National Park Service, Bureau of Land Management, Bureau of Indian Affairs, and the Army Corps of Engineers. Interagency coordination was a challenge. Different agencies weighed in at different times, and the project was not actually approved by the President until 2017. It is still facing court

U.S. Department of the Interior  
AGENCY REFORM PLAN

challenges.

(b)(5)

(b)(5)

(b)(5)

(b)(5)

(b)(5)

To

address these challenges, the President issued Executive Order XXXX on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure. In this Executive Order, the President directs Interior as follows: “The Department of the Interior shall provide to OMB a strategy and recommendations for a multi-agency reorganization effort that would further the aims of this order.” Based upon Interior’s proposal, OMB is directed to work with Interior and the heads of the impacted agencies to incorporate the strategy into their Agency Reform Plans. In this document, Interior has set forth a bold multi-agency reorganization which seeks to meet the President’s directive as set forth in the “Environmental Review and Permitting Process for Infrastructure” Executive Order.

(b)(5)

(b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



(b)(5)

(b)(5)

\*\*\*

(b)(5)

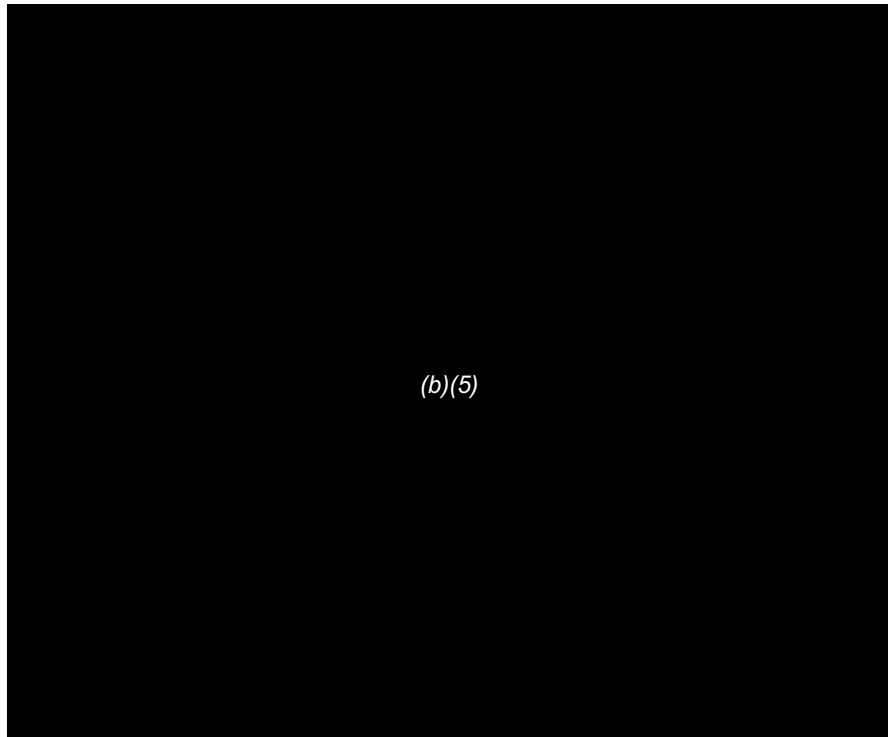
U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

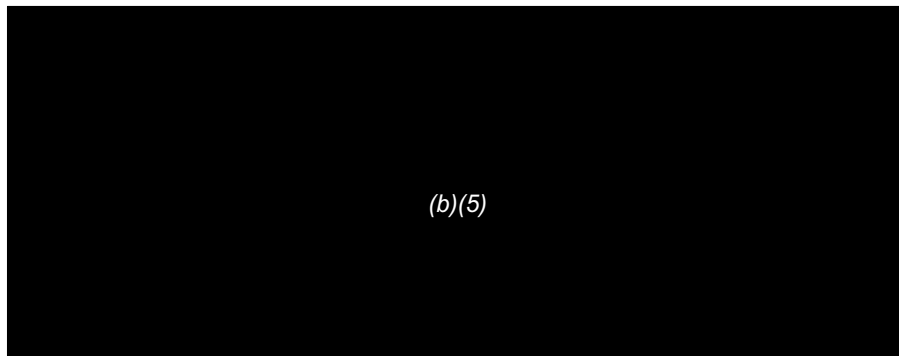
U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN



*This spectrum chart summarizes the initiatives within Interior's "Government-wide Reform Proposal" as well as the "Interior Reform Proposal" (internal-facing) which will be addressed in the following pages of this document.*



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

# Interior's Reform Proposal

(b)(5)

## Current challenges across Interior

### *Too few employees on the front line delivering citizen service*

For a number of years, Interior's budget has been flat, and the number of employees has stayed level, yet the Department's responsibilities have increased, along with increased demand for service from the public and greater public expectations about what quality of service is acceptable in the 21<sup>st</sup> Century. Since the vast majority of Interior's service delivery happens at the local level, in the field,

(b)(5)

(b)(5)

### *Communication challenges between regional and field offices*

(b)(5)

(b)(5)

This means that officials who are located hundreds or even thousands of miles away from an affected community are making decisions affecting the future of that community, when they lack the appropriate knowledge and contextual understanding to make the best decisions. This also means that our field level employees are often required to implement a decision that they think is flawed and over which they had little influence. One of the reasons for decisions getting "kicked upstairs" is because Interior's bureaus often have competing equities, and the only place that the competing chains of command formally have a mutual superior is in Washington, D.C.

(b)(5)

(b)(5)

With authority also must come accountability.

(b)(5)

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Workforce concentration in large metropolitan areas like Washington, D.C. and Denver, Colorado*

Office space in large cities is more expensive than comparable space in smaller communities, and the socioeconomic environment of large urban areas tends to differ from that of the communities where most of the Department's work is performed and services are delivered. This tendency to locate regional offices in large cities exacerbates budget problems in a period of constrained resources, and isolates regional directors and their staffs from the majority of the people most directly affected by their decisions.

(b)(5)

(b)(5)

Based upon research and preliminary discussions with the General Services Administration (GSA), the leasing rates for smaller cities located in the West (such as Carson City, NV, Boulder City, NV and Boise ID) are 15-30% of the cost to lease in the Washington, D.C. area. Although employee relocations to second-tier cities will present a significant investment upfront, Interior anticipates the long-term return on investment will be significant in terms of Interior's budget for the next several decades.

*Silos between bureaus*

Over the Department's 168 year history, Interior has inherited a very wide variety of responsibilities and directives, many of which have the potential to conflict with one another. Each Interior bureau has its own statutory authorizations, and geographically distinct areas of land management responsibilities. The individual missions and geographic areas has created the environment for bureaucratic silos to evolve that impede horizontal communication across bureaus. This also predisposes bureau leadership to narrow their frame of reference, and to discourage managers from acquiring a breadth of experience that would enable them to make more informed and effective decisions.

*Multiple regional structures across Interior's bureaus*

Interior has nine bureaus, each with their own unique regional office structure.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Showing Respect for All of Our Employees, Contractors, and Volunteers*

Interior is immersed in sexual harassment and hostile work environment challenges. The Secretary is committed to a zero tolerance policy for sexual harassment and discrimination, and is determined to rectify past problems and create work environments across the Department where employees, contractors, and volunteers are confident that they are respected both personally and professionally. Most importantly, this is the necessary and right thing to do for the employees impacted by sexual harassment and a hostile work environment, as well as to ameliorate the morale and productivity challenges it creates.

*Employee morale*

Based on the 2016 Federal Employee Viewpoint Survey, there are four areas where the work life experience of Interior employees differs significantly from that of other federal employees:

- Only 48% of Interior employees believe their workload is reasonable, compared to 57% of all federal employees, with National Park Service employees feeling most overwhelmed, at 36%.
- Only 68% of DOI employees feel prepared for potential security threats, compared to 77% of all federal employees, with National Park Service employees feeling least secure, at 57%.
- Only 53% of Interior employees feel managers communicate the goals and priorities of the organization, compared to 60% of all federal employees. The Office of the Solicitor had the lowest Interior score, at 30%.
- Only 52% of Interior employees agree that managers review and evaluate the organization's progress toward meeting its goals and objectives, compared to 60% of all federal employees. The Office of the Solicitor again trails the department, with 35% answering affirmatively.

Interior has particular strengths and opportunities for improvement. The following tables depict the questions from the 2016 Federal Employee Viewpoint Survey to which Interior employees responded most positively, and least positively.

U.S. Department of the Interior  
AGENCY REFORM PLAN

### Top 10 FEVS Questions (FY 2016) - Most Positive Responses by Percentage

Question	Percent positive
When needed I am willing to put in the extra effort to get a job done.	96.06%
I am constantly looking for ways to do my job better.	91.10%
How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	90.80%
The work I do is important,	90.00%
I like the kind of work I do.	86.10%
How would you rate the overall quality of work done by your work units?	82.50%
I know how my work relates to the agency's goals and priorities.	81.60%
My supervisor supports my need to balance work and other life issues.	81.60%
I am held accountable for achieving results.	80.90%
My supervisor treats me with respect.	80.30%

These survey question results demonstrate what Interior already knows--that Interior is the government agency where employees are passionate about their work and the mission of Interior. Interior's employees are willing to go the extra mile, value their work, want to do their jobs better, and enjoy what they are doing. These are strengths motivating high performance for the American people, which Interior will continue to cultivate and reinforce.

### Top 10 FEVS Questions (FY 2016) - Least Positive Responses by Percentage

Question	Percent positive
Pay raises depend on how well employees perform their jobs.	50.800%
I have sufficient resources (for example, people, materials, budget) to get my job done.	57.200%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	58.000%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	61.500%
In my work unit, differences in performance are recognized in a meaningful way.	63.000%
I believe the results of this survey will be used to make my agency a better place to work.	64.500%

U.S. Department of the Interior  
AGENCY REFORM PLAN

Promotions in my work unit are based on merit.	65.100%
How satisfied are you with your opportunity to get a better job in your organization?	65.300%
My work unit is able to recruit people with the right skills.	65.700%
My workload is reasonable.	65.900%

Based on these results, performance management, supervisory quality, and talent development are areas Interior has identified for improvement.

*Employee Engagement*

Interior ranks 33 out of 37 federal agencies in employee engagement, based on OPM 2016 data. Interior is also currently ranked in 11th place out of 18 large federal agencies in the annual Best Places to Work in the Federal Government report by the Partnership for Public Service and has stalled in this ranking for a number of years.

(b)(5)

(b)(5)

(b)(5)

\*\*\*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Interior's Internal Reform Proposal

(b)(5)

*Leadership development & career path planning*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Office of the Special Trustee currently resides in the Office of the Secretary and is not in the same chain of command as the bureaus responsible for Indian services. This creates coordination and communication challenges in delivering services to the tribes. By moving OST to the Assistant Secretary of Indian Affairs, Interior will provide better service to the tribes through enhanced communication and coordination efforts within shared mission areas.

Interior has developed the associated budget reprogramming letter and Secretarial Order. Interior is currently awaiting approval from Congress on the reprogramming. (b)(5)

(b)(5)

(b)(5)

(b)(5)

In the wake of the *Deepwater Horizon* explosion and oil spill in April 2010, then-Secretary of the Interior Salazar ordered the reorganization of the Minerals Management Service to address “real and perceived conflicts between the resource management, safety and environmental oversight and enforcement, and revenue collection responsibilities” (Secretary’s Order 3299, May 19, 2010). On October 1, 2011, the two new bureaus for managing offshore activities were created:

- Bureau of Ocean Energy Management (BOEM), responsible for the sustainable development of OCS conventional and renewable energy and mineral resources, including resource evaluation, planning, and other activities related to leasing and resource management.
- Bureau of Safety and Environmental Enforcement (BSEE), responsible for ensuring comprehensive oversight, safety, and environmental protection in all offshore energy and mineral activities.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Office of Natural Resources Revenue (ONRR) was created at the same time as BSEE and BOEM, also in response to *Deepwater Horizon*. ONRR was placed in the Office of the Assistant Secretary for Policy, Management and Budget since that office oversees a wide variety of financial matters for the Department.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation*

The Budget proposes to eliminate funding introduced in 2016 for Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation. The AML grant pilot program was developed by Congress in response to the 2016 budget mandatory proposal to convert \$1 billion from the unappropriated balance of the AML Fund to funding for states to expedite the cleanup and redevelopment of eligible lands and waters affected by historic coal mining practices and thus promote economic development. Congress appropriated \$90 million in 2016 discretionary funding for these activities in three Appalachian states (KY, WV, and PA). In 2017, Congress added an additional \$15 million to provide a total of \$105 million for Kentucky, West Virginia, Pennsylvania and three additional states. These grants are not central to the Office of Surface Mining Reclamation and Enforcement's (OSMRE) mission and overlap with existing funds to reclaim abandoned coal mines. In addition, OSMRE would have to build capacity and leverage expertise from other agencies to implement this approach.

*Grant funding for the Heritage Partnership Program*



U.S. Department of the Interior  
AGENCY REFORM PLAN

The Budget also proposes to eliminate grant funding for the Heritage Partnership Program, a \$19 million reduction. This program provides financial and technical assistance to congressionally designated National Heritage Areas, which are managed by non-Federal organizations to promote the conservation of natural, historic, scenic, and cultural resources. This program is secondary to the primary mission of the National Park Service and would be better sustained by partners. As noted in a Government Accountability Office report, there is no systematic process for designating Heritage Partnership Areas or determining their effectiveness. A Heritage Foundation report raised concerns that these grants are diverting resources from core National Park Service responsibilities, such as protecting resources and providing services in national parks. These grants to state and local entities are not clearly a Federal responsibility; instead, National Heritage Area managers should use the national designation to open doors to more sustainable funding opportunities from local and private beneficiaries.

*Discretionary funding for the National Wildlife Refuge Fund*

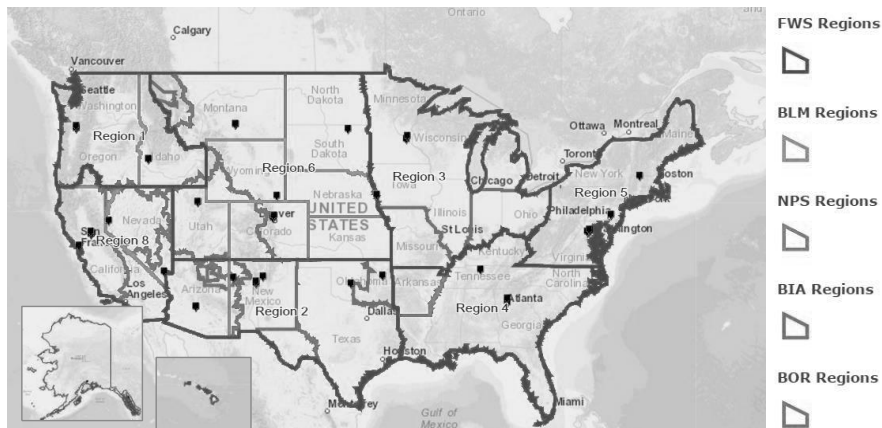
In addition, the Budget proposes to eliminate discretionary funding for the National Wildlife Refuge Fund. The National Wildlife Refuge Fund was intended to compensate communities for lost tax revenue from Federal land acquisitions. However, evidence shows that refuges often generate tax revenue for communities in excess of what was lost by increasing property values and creating tourism opportunities for the American public to connect with nature. In 2013, refuges generated an estimated \$2.4 billion for local economies, supported over 35,000 jobs, and generated over \$340 million in tax revenues at the local, state, and Federal level. A study by North Carolina State University in 2012, found that property values surrounding refuges are higher than equivalent property values elsewhere. In addition, approximately \$8 million per year in mandatory appropriations is provided to communities from the National Wildlife Refuge Fund. Our proposal does not change that mandatory funding.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Regions of Interior's Bureaus: FWS, BLM, NPS, BIA and BOR



Currently, each Interior bureau has a regional structure that follows unique geographical boundaries with regional offices in different cities. This inhibits effective communication and makes it difficult for bureaus to have an equally complete understanding of the details of a local issue. This is also the case for USFS, EPA, NMFS and USACE, which each operate under distinct regional structures.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Ecosystem-based regions*

In an effort to address the existing regional challenge within Interior, Interior researched alternative options for regional structures and selected the hydrologic ecosystems (watershed-based) regions approach as a potential solution for Interior to adopt, with the option for a hybrid approach. The watershed-based regions (if adapted to county lines within each state) follow a pattern that is easy to recognize, and aligns well with natural boundaries. A common regional structure adopted across Interior will remove communication barriers, and make collaboration easier within and across Interior's mission areas.

*Regional, Field and Local Offices*

(b)(5)

(b)(5)

Currently Interior's bureaus structure their regional offices differently from bureau to bureau, which creates additional layers of bureaucracy, slowing decision-making. To address this challenge, (b)(5)

(b)(5)

Commented [SJC1]: (b)(5) ?

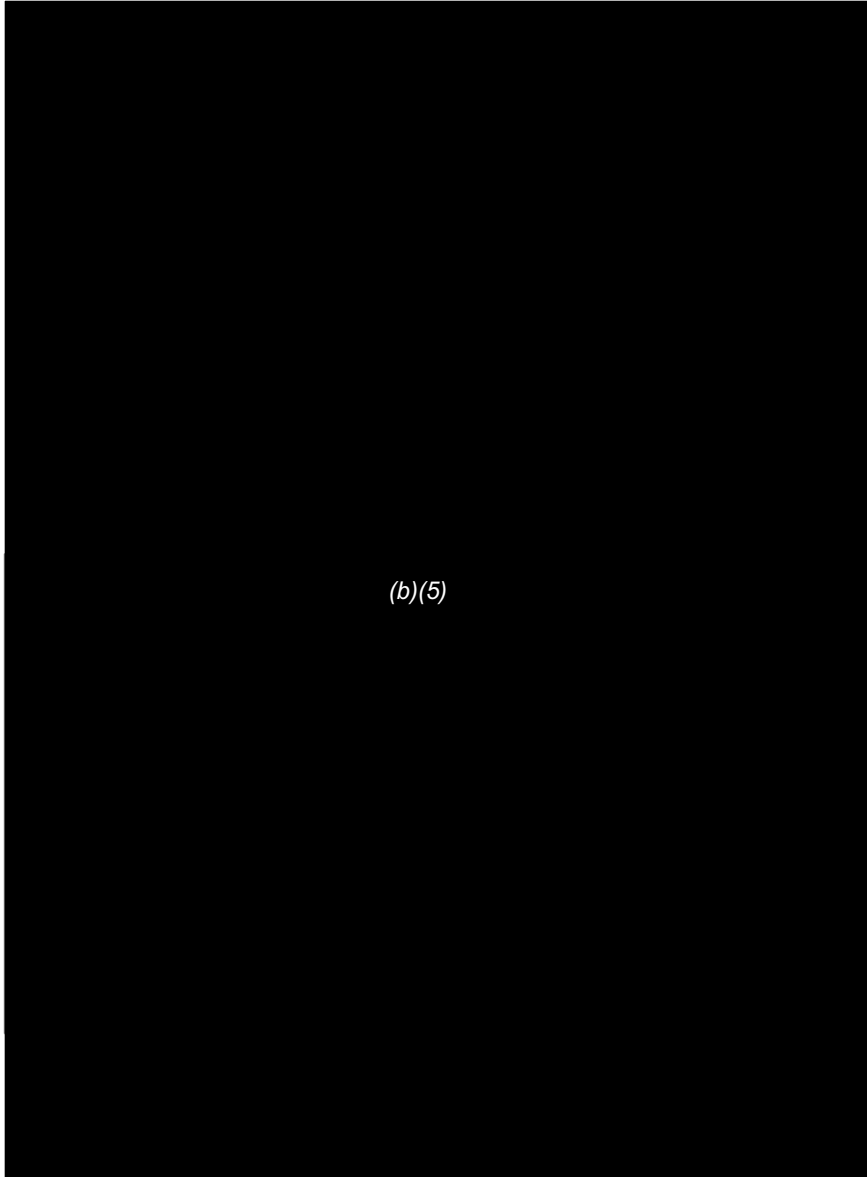
Commented [CS2R1]: (b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN



(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

Information Management and Technology provides modern and secure technology solutions to advance the Interior's ability to deliver programs and services to the public and our customers. Interior has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover. Interior is working collaboratively with our user community to better understand what their needs are in the field. (b)(5)

(b)(5)

Interior will continue emphasizing shared administrative support services through the utilization of the Interior Business Center (IBC) and the Department's consolidated Financial and Business Management System (FBMS). (b)(5)

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## The Secretary's Message

### The Next Frontier of Federal Land and Water Management

In the Department of the Interior's Agency Reform Plan, I have proffered a bold government-wide reform that will prepare federal land and water management for the next 100 years. We seek to achieve the President's Vision of reforming the federal government to work better for the American taxpayer, as outlined in the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," and further delineated through OMB Memo M-17-22.

(b)(5)

(b)(5)

I intend to move the Department of the Interior forward consistent with that plan, based on all of the initiatives I have laid out for the Interior's internal reform. I am committed to boldly preparing federal land and water management for the next 100 years, and to transforming the way we serve the American public.



U.S. Department of the Interior  
AGENCY REFORM PLAN

Secretary Ryan Zinke

## Appendix A: Interior's Agency Reform Plan Elements & Approach

### Analytical Framework

As instructed by OMB in Memo M-17-22, Interior's reform proposals are developed based upon management analysis, to include in-depth reviews and discussions, with the overarching focus on scoping Interior's programs and operations to ensure alignment with Interior's mission. Through observations of existing structures and processes, and supported by public comments, Interior leadership identified areas that could be streamlined through realignment and/or consolidation, or elimination of unnecessary programs. This analytical approach ensures Interior continues to focus on the areas that are most closely tied to Interior's mission, and eliminates and/or realigns programs to ensure Interior continues to leverage its resources effectively and efficiently for the American public.

### Agency Reform: Public Input

Interior received over 6,755 separate comments from the public on reform recommendations. All of the comments were reviewed and sorted into one of the three following categories: 1) General comments, not directly or specifically relevant to DOI – 5,986 comments (89% of total); 2) Generally relevant to DOI – 533 comments (8% of total); 3) Specifically relevant to DOI and potentially applicable – 236 comments (3% of total). Interior's reform proposal incorporates and addresses recommendations from the public, with a focus on enhancing the customer service experience the American public receives from Interior's offices and bureaus.

For additional information on specific public input Interior received, see *Appendix B: Public Input*.

### Performance Goals and Indicators

Interior has included performance goals and milestones in our draft Government Performance and Results Act Strategic Plan, to track and report progress on our reform proposal.

For the specific list of goals and indicators, see Interior's draft Strategic Plan.

### Costs, Budget Impacts and Timeline

Due to the magnitude, and complexity of Interior's reform proposal, the overall budget implications and net budgetary impact are not yet fully identified. The phasing of each proposal

U.S. Department of the Interior  
AGENCY REFORM PLAN

component is estimated based upon the information gathered to date, but may change as Interior advances the planning process.

(b)(5)

*FY 2019 Budget Request*

(b)(5)

*Implementation timeline*

As Interior continues to build out the implementation plans for the agency reform initiatives, a clearer picture will emerge of the detailed timeline, to include investment costs and potential long-term savings and citizen service improvements.

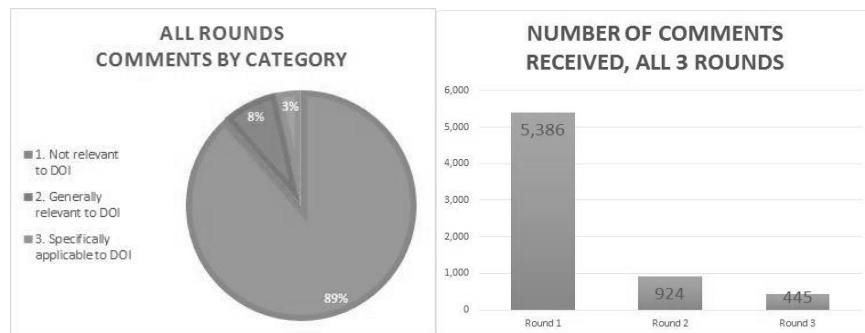
(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix B: Public Input



**Figures 1 (left) and 2 (right). Breakdown of all comments by category, and total number of comments for each round.**

In FY 2017, OMB solicited input from the public on recommendations for federal agency reforms. OMB collected the comments from the public via a form on the White House website from April through June 2017, and provided the comments in three rounds to Interior. Interior received the most comments from the public in the first round.

### Comments specifically relevant to DOI and potentially applicable

About 3% of comments were categorized as specific to DOI and potentially applicable to agency management responsibilities. These comments directly mentioned a DOI bureau, program, policy or management activity and made recommendations that were potentially applicable for leadership consideration.

Major themes were:

- **Transferring public land to states and local governments.** Some of these comments suggested that the federal government owns too much land in the West or in general.
- **Consolidating, merging or reorganizing federal land agencies and natural resource agencies.** Some comments suggested this would reduce redundancy. The Bureau of Land Management and US Forest Service were frequently suggested for consolidation.
- **Privatizing elements of DOI agencies.** Some comments favored privatization of federal programs or resources, including elements of the National Park Service.
- **Targeted funding increases or decreases.** Many comments identified specific DOI programs and activities for funding increases or cuts. Requests to increase or maintain funding for the National Park Service was especially common.
- **Indian Affairs management issues.** Recommendations were made to give all Indian Affairs program funding directly to Tribes or serve Indians through other programs.

U.S. Department of the Interior  
AGENCY REFORM PLAN

- **DOI law enforcement management activities.** Several comments called for disarming DOI law enforcement.
- **Partnerships.** Some comments encouraged the use of partnerships between the federal government/DOI and non-federal partners.
- **Management of BLM's Wild Horse and Burro program.** Many comments called for the protection of wild horses and burros and called for changes to the existing Wild Horse and Burro program. Suggested changes included ending roundups, eliminating funding, managing animals on-range and maintaining limits on sales.

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix C: Stakeholder Impact Matrix

### Stakeholder impact analysis

Interior analyzed the level of impact many of Interior's reform initiatives will have on Interior's stakeholders. This list of reform initiatives is not exhaustive, but highlights many of the key proposals.

#### *Key findings*

Based on the analysis, Interior anticipates the most impacts of Interior's reform will be on DOI employees and customers, with some impacts on the states, industry, Congress, the public and OMB.

### Stakeholder Impact Matrix

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix D: Reports Recommended for Elimination

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix E: Long-Term Workforce Plan

### Background

(b)(5)

### Future Workforce Vision

(b)(5)

### Workforce Strategies

(b)(5)

#### *Hiring Controls*

On April 14, 2017, the Department established hiring controls and procedures to enable limited hiring, prioritizing filling field positions, and limiting hires in the Washington, DC and Denver, CO areas. As of September 1, 2017 the Department has reviewed over 1,900 hiring waiver requests submitted by the bureaus and offices. Approximately 60% of the requests have been approved by the Deputy Secretary. The requests that have not been approved are being discussed to determine if the positions are essential to Interior's Mission and priorities.

#### *Voluntary Early Retirement Authority (VERA) / Voluntary Separation Incentive Payments (VSIP)*

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Other Options*

- Attrition
- Reassignments
- Performance Management including automation of performance assessments
- Performance-Based Actions
- Adverse Actions
- Telework Agreements
- Recruitment, Relocation, and Retention Incentives
- Phased Retirement
- Administrative Furlough
- Reduction in Force (RIF)

Major Workforce Actions

The Agency Reform Plan includes 14 internal reform proposals. The estimated impact to the Interior workforce for each proposal is still being determined. It is possible that not all of these reform proposals will have an impact on the workforce. However all 14 proposed actions are included in the table below.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

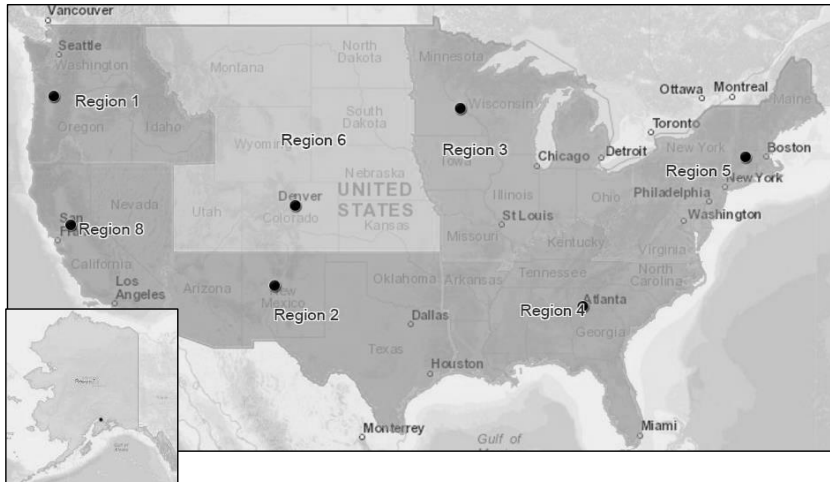
VERA/VSIP Authority

The Department seeks VSIP/VERA approval authority so that it can enhance efficiencies and effectiveness on an agency-wide scale. In order to provide maximum flexibility to our bureaus and Departmental offices, VSIP/VERA is one of the best management tools to cost-efficiently achieve organizational restructuring and reshaping while minimizing unnecessary disruptions in the workforce. Interior would prefer to have VSIP authority delegated to it by the Office of Personnel Management (OPM), rather than having to seek OPM approval for each VSIP offered.

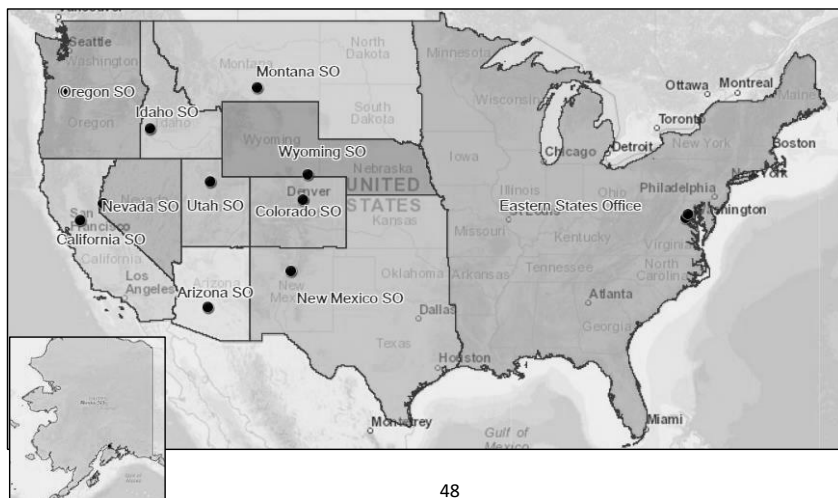
U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix F: Current Regional Boundaries

### U.S. Fish and Wildlife Service (FWS)

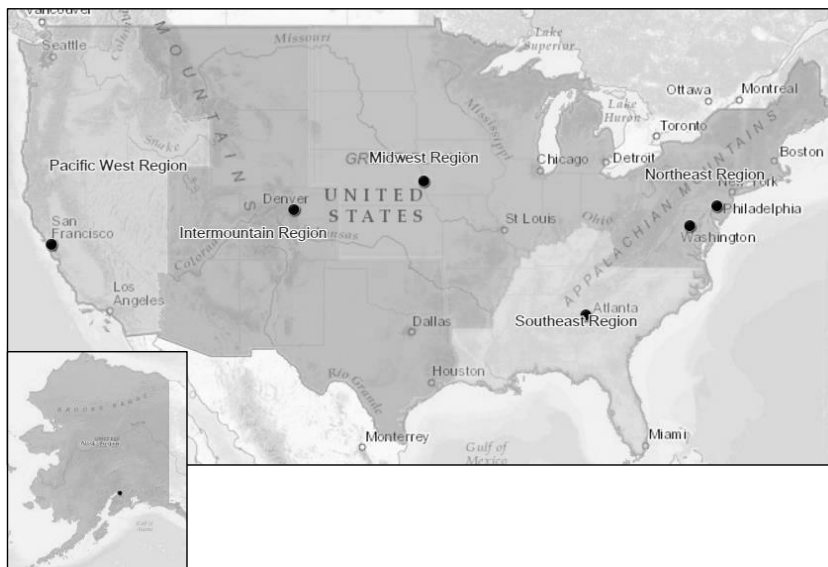


### Bureau of Land Management (BLM)

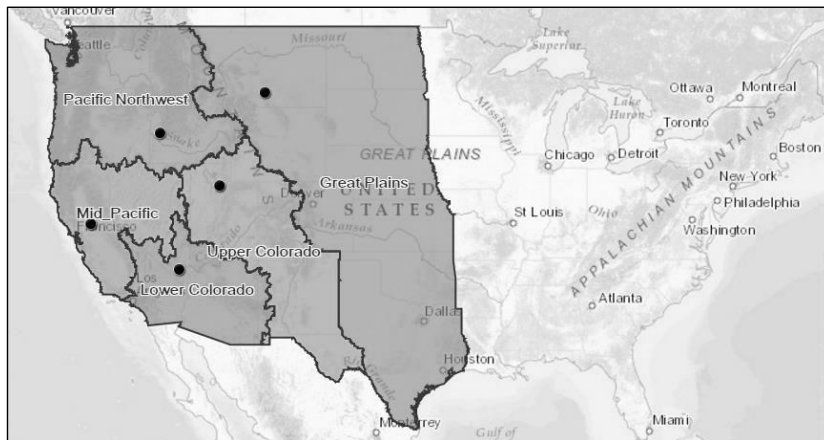


U.S. Department of the Interior  
AGENCY REFORM PLAN

**National Park Service (NPS)**

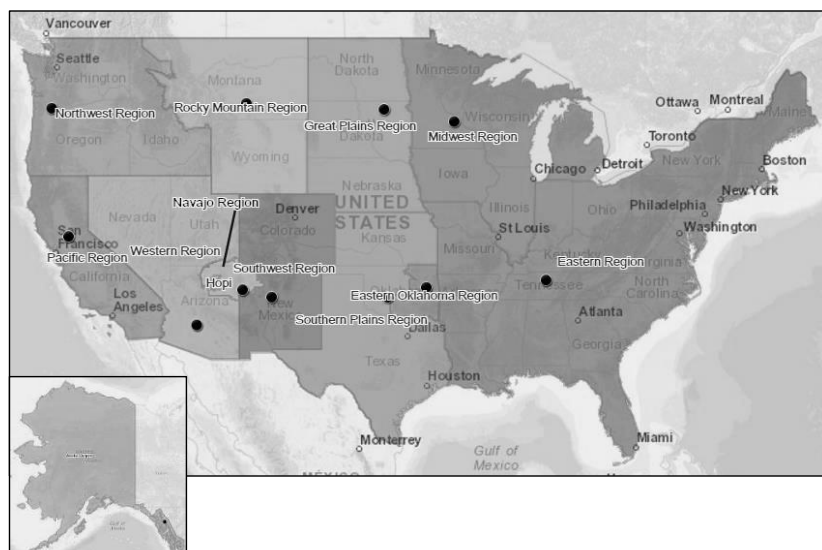


**Bureau of Reclamation (BOR)**





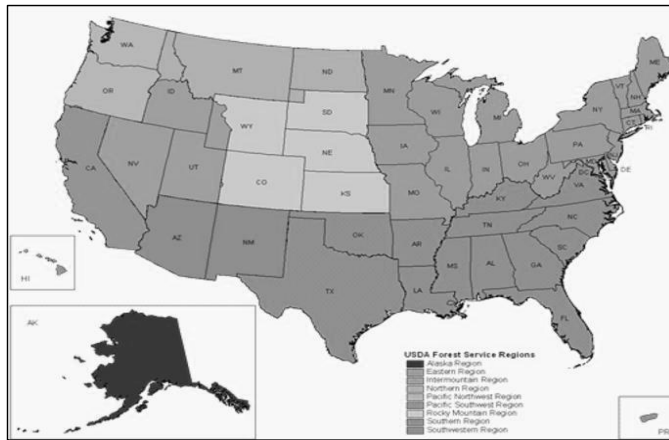
**Bureau of Indian Affairs (BIA)**



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix G: USFS, NMFS, USACE, EPA Regional Boundaries

### U.S. Department of Agriculture Forest Service (USDA/FS)

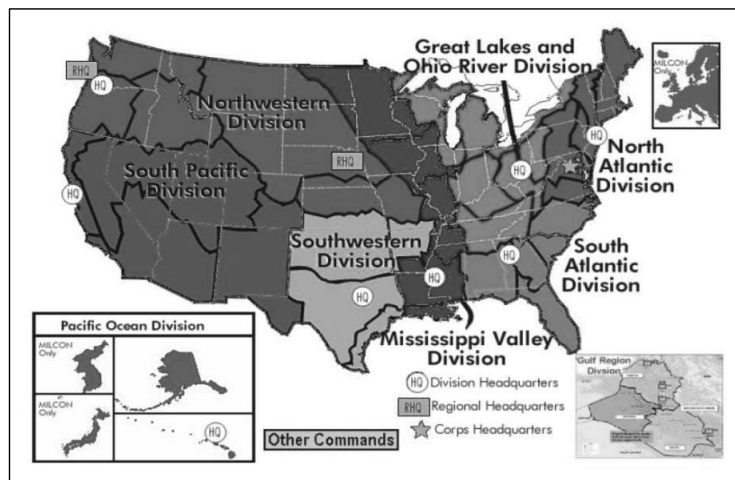


### National Marine Fisheries Service (NMFS)

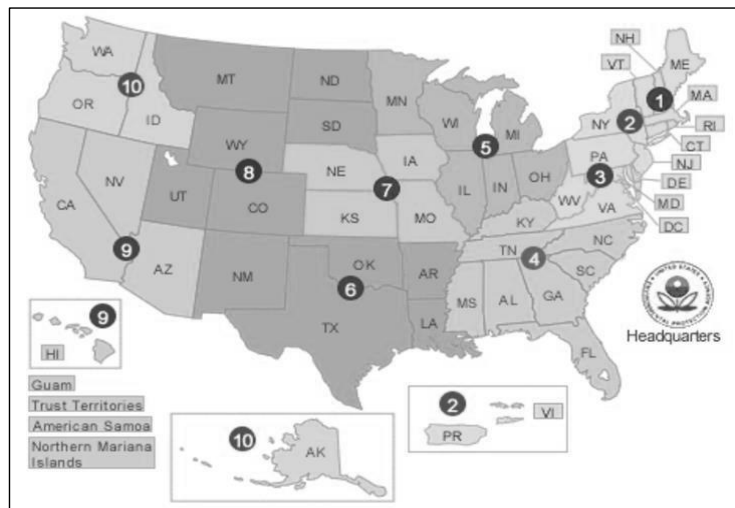


U.S. Department of the Interior  
AGENCY REFORM PLAN

U.S. Army Corps of Engineers (USACE)



Environmental Protection Agency (EPA)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix H: Leasing Rates Table

### Initial Research of Leasing Rates

Interior has coordinated with GSA in completing initial research and analysis of leasing rates in existing and potential city locations. For this particular study, Interior gathered data for the metro DC area, Denver area, Carson City, NV, Boulder City, NV and Boise, ID. (b)(5)

(b)(5)

### Leasing Rates - Current

Washington, D.C., Denver, Carson City, Boulder City & Boise

#### Potential data for initial budgeting projections

Area	Location	Price per Sq. Ft.	Notes
Metro DC	Main Interior Building	\$56/sf	Based on 1,000,000 sqf/historic
	Within ½ mile of MIB	\$50-60/sf	
	Arlington	\$40-\$50/sf	Based on buildings along Metro line
	Herndon/Reston	\$25-\$35/sf	
Denver Area	Denver Federal Center	\$22-\$24/sf	Space less than 10,000 sqf
	Lakewood	\$19-\$27/sf	Space between 10,000-15,000 sqf
	Denver Central Business District	\$20-\$30/sf	Courthouses; space up to 90,000 sqf
	Denver Tech Center	\$20-\$27/sf	In Englewood - 20 mi from downtown; space up to 55,000 sqf.
Carson City, NV	705 N. Plaza Federal Building (0 sqf vacant)	\$10-\$15/sf	GSA only found two other properties with 25,000 sf + vacant (nothing larger than 36,000 sf), a retail center and old church, which are not viable options to accommodate the size.
Boulder City, NV		\$10-\$17/sf	GSA does not have any property in their inventory and found no buildings with more than 10,000 sf vacant. Only two with any vacant space under 10k, both retail/office (not even options).
Boise, ID	James A McClure Federal Building and Courthouse - 5,796 sf vacant (GSA inventory)	\$20-\$25/sf	There are four properties that have vacancy that could meet 60k to 72k sf (400 ppl x 150sf/180sf).

U.S. Department of the Interior  
AGENCY REFORM PLAN

Appendix I: Additional programs  
recommended for elimination of funding

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

[illegible]



(b)(5)

**To:** Scott Cameron[scott\_cameron@ios.doi.gov]  
**Cc:** Olivia Ferriter[Olivia\_Ferriter@ios.doi.gov]; Amy Holley[Amy\_Holley@ios.doi.gov]; Elena Gonzalez[maria\_gonzalez@ios.doi.gov]; Mary Pletcher[mary\_pletcher@ios.doi.gov]  
**From:** Summers, Christina  
**Sent:** 2017-09-06T14:13:29-04:00  
**Importance:** Normal  
**Subject:** Re: Agency Reform Plan - DRAFT - as of 9/4/17  
**Received:** 2017-09-06T14:15:30-04:00  
[Agency Reform Plan 9.6.17.pdf](#)  
[Agency Reform Plan 9.6.17.docx](#)

Attached is the latest version of the Agency Reform Plan, to include the Draft Long-Term Workforce Plan in Appendix E.

On Tue, Sep 5, 2017 at 3:32 PM, Summers, Christina <[christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)> wrote:

Scott,  
Attached is the latest version of the DRAFT plan for your review. I've attached PDF and Word versions.

Christina

On Mon, Sep 4, 2017 at 4:23 PM, Scott Cameron <[scott\\_cameron@ios.doi.gov](mailto:scott_cameron@ios.doi.gov)> wrote:

Hi Christina,

(b)(5)

Let's talk schedule tomorrow morning.

Thanks for working on this over the weekend.

Scott

Scott J. Cameron

Principal Deputy Assistant Secretary

Policy, Management and Budget

Department of the Interior

Cell 202-706-9031

Desk 292-208-4242

Sent from my iPhone

> On Sep 4, 2017, at 2:54 PM, Summers, Christina <[christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)> wrote:

>

> Attached is the updated DRAFT of the Agency Reform Plan.

>

> I plan to add in a few additional elements tomorrow (such as the high level

> timeline, criteria descriptions for the regional, field and local levels,

> and charts on the JMA model). I also have additional narrative from Scott  
> which I'm weaving into the document.

>

>

>

>

>

>

>

>

>

>

>

>

>

> Christina

>

> --

> Christina Summers, FAC P/PM

>

> On detail to the Office of the Assistant Secretary/Policy, Management &

> Budget

> 202-208-4030 (Work)

>

> Office of the Director

> Interior Business Center

> 202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)

> <[christina\\_summers@nbc.gov](mailto:christina_summers@nbc.gov)>

> US Department of the Interior

> Office of the Secretary

> [www.ibc.doi.gov](http://www.ibc.doi.gov)

>

> Your Focus: Your Mission

> Our Focus: You

> <Agency Reform Plan 9.4.17.pdf>

> <Agency Reform Plan 9.4.17.docx>

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget

202-208-4030 (Work)

Office of the Director

Interior Business Center

202-802-6174 (Cell) [christina\\_summers@ibc.doi.gov](mailto:christina_summers@ibc.doi.gov)

US Department of the Interior  
Office of the Secretary  
[www.ibt.doi.gov](http://www.ibt.doi.gov)

Your Focus: Your Mission  
Our Focus: You

--

Christina Summers, FAC P/PM

On detail to the Office of the Assistant Secretary/Policy, Management & Budget  
202-208-4030 (Work)

Office of the Director  
Interior Business Center  
202-802-6174 (Cell) [christina\\_summers@ibt.doi.gov](mailto:christina_summers@ibt.doi.gov)  
US Department of the Interior  
Office of the Secretary  
[www.ibt.doi.gov](http://www.ibt.doi.gov)

Your Focus: Your Mission  
Our Focus: You



# Agency Reform Plan

U.S. Department of the Interior

*Preparing Land and Water Management for the Next 100 Years*

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Page Intentionally Left Blank*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Table of Contents

<b>Executive Order: Comprehensive Plan for Reorganizing the Federal Government</b>	4
Executive Order Summary	4
OMB Guidance M-17-22	4
Components of Interior's Reform Proposal	5
<b>Federal Government-wide Reform Proposal</b>	6
Current challenges across the Federal Government	6
Current challenges across Federal Land and Water Management Agencies	7
Necessity for a Government-wide Culture Change	10
The future frontier: One Federal Land and Water Management Agency	12
Benefits of One Federal Land and Water Management Agency	13
Implementation approach	14
The Secretary's Vision: scope and prioritization	15
<b>Interior's Reform Proposal</b>	17
The Secretary's vision for a new Interior	17
Current challenges across Interior	17
The necessity of culture change within Interior	19
1. Realign Office of the Special Trustee and the Land Buy Back Program to the Assistant Secretary of Indian Affairs	22
2. Reorganize and consolidate BOEM/BSEE	23
3. Realign the Office of Natural Resources Revenue to the Assistant Secretary for Land and Minerals Management	24
4. Realign the Offices of International Affairs and Native Hawaiian Relations to the Assistant Secretary for Insular Areas	24
5. Realign Indian Arts and Crafts Board to the Assistant Secretary for Indian Affairs	24
6. Eliminate funding for unnecessary programs	25
7. Eliminate reports to decrease agency reporting burden	26
8. Propose restructure of DOI regions	26
9. Move BLM, BOR and FWS bureau headquarters West	29
10. Management of FTEs in Washington, DC, and Denver, CO	29
11. Transfer Bureau of Indian Education to the Department of Education	31
12. Consolidate and co-locate DOI regional offices	31
13. Implement shared leadership model	32

U.S. Department of the Interior  
AGENCY REFORM PLAN

<b>14. Emphasize shared administrative support services and coherent management (FBMS, IBC, FITARA)</b>	
.....	33
<b>The Secretary's Message</b> .....	34
<b>The Next Frontier of Federal Land and Water Management</b> .....	34
<b>Appendix A: Interior's Agency Reform Plan Elements &amp; Approach</b> .....	35
Analytical Framework .....	35
Agency Reform: Public Input .....	35
Performance Goals and Indicators .....	35
Costs, Budget Impacts and Timeline.....	35
<b>Appendix B: Public Input</b> .....	37
<b>Appendix C: Stakeholder Impact Matrix</b> .....	39
<b>Appendix D: Reports Recommended for Elimination</b> .....	40
<b>Appendix E: Long-Term Workforce Plan</b> .....	42
Major Workforce Actions.....	43
<b>Appendix F: Interior's Regions</b> .....	47
<b>Appendix G: USFS, NMFS, USACE, EPA Regions</b> .....	50
<b>Appendix H: Leasing Rates Table</b> .....	52
<b>Appendix I: Additional programs recommended for elimination of funding</b> .....	53



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Executive Order: Comprehensive Plan for Reorganizing the Federal Government

### Executive Order Summary

On March 13, 2017, the President of the United States Donald J. Trump issued Executive Order 13781: *Comprehensive Plan for Reorganizing the Federal Government*, which directed the Office of Management and Budget (OMB) and federal agencies to work together on a large-scale plan to reorganize and reshape the federal government. Through the Executive Order, the President directed the head of each federal agency to submit a plan to OMB to reorganize the agency, if appropriate, in order to improve the overall efficiency, effectiveness, and accountability of that agency.

The Executive Order also directed the Director of OMB to develop a government-wide reform plan, which would provide recommendations to eliminate unnecessary agencies, components of agencies, and agency programs, and to merge functions. The reform plan should also include recommendations for any legislation or administrative measures which are necessary to achieve the proposed reforms.

Additional guidance was provided to the Director to consider the following factors:

- *Whether some or all of the functions of an agency, a component, or a program are appropriate for the Federal Government or would be better left to State or local governments or to the private sector through free enterprise;*
- *Whether some or all of the functions of an agency, a component, or a program are redundant, including with those of another agency, component, or program;*
- *Whether certain administrative capabilities necessary for operating an agency, a component, or a program are redundant with those of another agency, component, or program;*
- *Whether the costs of continuing to operate an agency, a component, or a program are justified by the public benefits it provides;*
- *The costs of shutting down or merging agencies, components, or programs, including the costs of addressing the equities of affected agency staff.*

### OMB Guidance M-17-22

To achieve the requirements set forth in the Executive Order, on April 12, 2017, the Director of OMB issued the memorandum M-17-22 “Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce,” providing additional guidance to all federal agencies. In the memorandum, OMB addressed the need for a government-wide reform to better serve the American people, who are increasingly dissatisfied with the cost and

U.S. Department of the Interior  
AGENCY REFORM PLAN

performance of the federal government. OMB highlighted the need for the federal government to focus on eliminating or reducing programs, instead of establishing additional duplicative programs. OMB also requested input from each agency on proposals for internal agency reforms and cross-cutting government reforms.

OMB instructed agencies to look at the alignment of agency activities with the mission, resulting in proposals in the following four categories:

- Eliminate activities
- Restructure or merge
- Improve organizational efficiency and effectiveness
- Workforce management

OMB has instructed all federal agencies to submit an Agency Reform Plan and a Workforce Reduction Plan as part of each agency's FY 2019 Budget submission.

\*\*\*

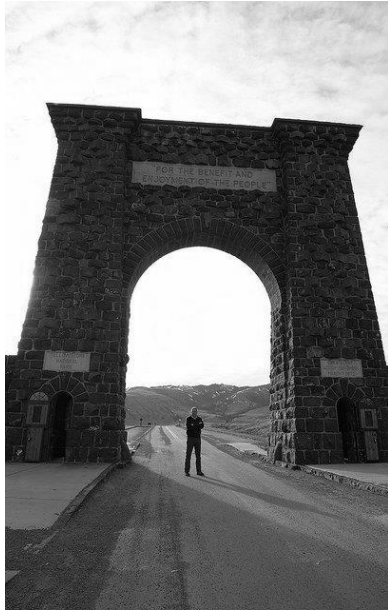
#### Components of Interior's Reform Proposal

To address the President's Executive Order 13781 and OMB Memorandum M-17-22, the Secretary of the Interior proposes the following federal government-wide and internal agency reforms, as organized within the following 3 components:

- Federal Government-wide Reform Plan (as proposed by Interior)
- Interior's Agency Reform Plan
- Interior's Long-Term Workforce Plan (see Appendix E)

Interior's proposals address all four categories identified by OMB.

U.S. Department of the Interior  
AGENCY REFORM PLAN



## Federal Government-wide Reform Proposal

### The Interior Secretary's Vision: A New Frontier in Federal Land and Water Management

In response to the President's Executive Order 13781 and the OMB Director's Memorandum M-17-22, the Secretary of the Interior has set forth a bold and transformational government-wide vision, which seeks to address many of the challenges the federal government faces today. Under the Secretary's strategic vision and leadership, Interior seeks to be at the forefront of the federal government in presenting a visionary reform proposal which will transform the way the federal government currently executes the land and water management mission for the American people.

Through the Secretary's bold reform plan, the Secretary is laying the future foundation for conservation stewardship efforts for federal land and water management. Through the implementation of the Secretary's reform agenda, federal land and water management will more fully model the guiding principle from conservationist President Teddy Roosevelt: "For the Benefit and Enjoyment of the People."

### Current challenges across the Federal Government

As referenced in OMB Memorandum M-17-22, the federal government is in need of reform to be more effective and efficient. The federal government is burdened with layers of bureaucracy, creating more barriers for communicating across agencies, and for effectively accomplishing their missions. Several agencies manage overlapping and duplicative programs, to include federal land and water management agencies. This government-wide issue is compounded as more agency programs have been added without an in depth look at a better solution: eliminating unnecessary programs that do not add value to the American people and consolidating programs that are still necessary but which overlap. Currently, there is also no existing mechanism which directs and ensures the ongoing coordination and collaboration across agencies that work on shared common issues.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Current challenges across Federal Land and Water Management Agencies

Interior has identified many similar challenges occurring across the federal land and water management agencies. A few of the key issues are highlighted as follows, which the Secretary of the Interior seeks to address in his vision for a government-wide reform:

*Overlapping Agency Programs and Missions*

Within the area of land and water management, there are four federal agencies with complementary missions to Interior: the U.S. Forest Service within the Department of Agriculture, the National Marine Fisheries Service (NMFS) within the Department of Commerce, the U.S. Army Corps of Engineers (USACE), and the Environmental Protection Agency (EPA). Each of these federal agencies operates under individual laws enacted by Congress, which challenges a holistic and unified approach for land and water management. The end result is overlapping programs across Interior and the other federal agencies, which are funded and managed separately from each other.

To identify areas of additional mission intersection or overlap across Interior and the four agencies, Interior developed a list of key functions Interior completes and compared this to the list of functions which USFS, NMFS, EPA and USACE complete. The completed matrix provides a closer view of the cross-intersection at the functional level between Interior and the four other agencies.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Federal Land and Water Management Agencies' Mission Matrix

	Functions	DOI										Other Federal Agencies			
		BLM	BOEM	BSEE	OSM	NPS	FWS	BOR	USGS	BIA	BIE	USFS	NMFS	USACE	EPA
Mission/Operations	Recreation	X				X	X	X		X		X		X	
	Permitting	X	X	X	X	X	X	X				X	X	X	X
	Law Enforcement	X				X	X	X		X		X	X	X	X
	Fire - Fuels Management	X					X			X		X			
	Fire - Response	X				X	X			X		X			
	Fire - Salvage	X					X			X		X			
	Land Use Planning on federal lands	X	X			X	X			X		X			
	Partnered Resource Management (non-federal lands)	X				X	X	X				X	X		
	NEPA Compliance	X	X			X	X	X				X	X	X	X
	Invasive Species Management	X				X	X	X	X	X		X	X	X	X
	Endangered Species Management	X				X	X	X		X		X	X	X	
	Cultural Resource Management	X				X	X	X		X	X	X		X	
	Renewable Energy Development	X	X					X		X		X		X	
	Non-Renewable Energy Development	X	X							X		X			
Administrative	Facility Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Information Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquisition	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Financial Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Grants Management	X			X	X	X	X	X	X	X	X			X

From a mission view, the most evident overlap is between the Department of the Interior and the U.S. Forest Service. The U.S. Army Corps of Engineers, the National Marine Fisheries Service and the Environmental Protection Agency also have clear mission intersection with Interior's bureaus.

*History of Federal forest management*

Federal forest management dates back to 1876 when Congress created the office of Special Agent in the U.S. Department of Agriculture (USDA) to assess the quality and conditions of forests in the United States. In 1881, USDA expanded the office into the Division of Forestry. A decade later, Congress passed the Forest Reserve Act of 1891, authorizing the President to designate public lands in the West into what were then called "forest reserves." Responsibility for these reserves fell under Interior until 1905 when President Theodore Roosevelt transferred their care to the Department of Agriculture's new U.S. Forest Service.

Interior works closely with the U.S. Forest Service, but a closer alignment in key areas would be beneficial.

## U.S. Department of the Interior AGENCY REFORM PLAN

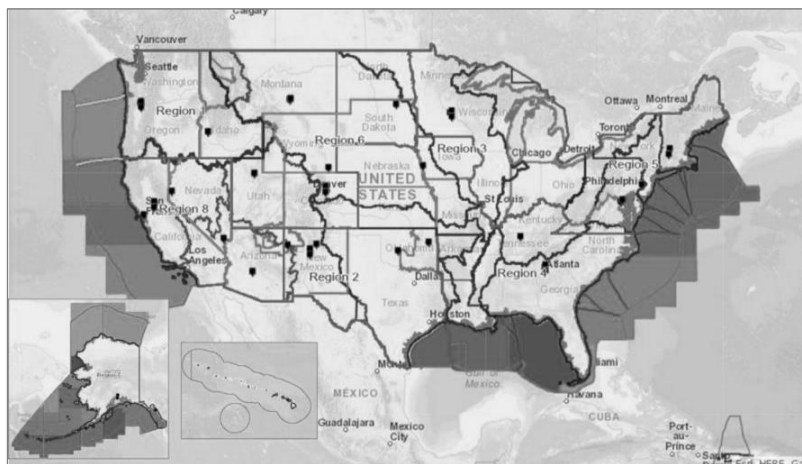
### *Lack of cohesive cross-agency strategy on common issues*

As shown in the Mission Matrix chart, Interior, USFS, NMFS, USACE and EPA have overlapping missions which intersect with one another across multiple functions. Each agency is working on common issues, but only through the narrow lens of their individual missions, and often not towards a common unified goal. This leads to challenges in the areas of National Environmental Policy Act (NEPA) compliance coordination, and permitting processes. Similar to the government-wide challenge, federal land and water management agencies lack a mechanism that directs and ensures the land and water management agencies work together in tandem to achieve the broader vision for their mission areas.

### *Multiple regional structures*

Currently, Interior's bureaus, USFS, NMFS, USACE and EPA each have a separate and distinct regional structure. This slows the coordination efforts on issues across the federal agencies and ultimately impacts the American public, which these agencies serve. A good example of the practical challenges to the existing regional models can be illustrated in the example of a stream. In one stream, there can be a Bureau of Reclamation dam upstream, a downstream Indian reservation, anadromous salmon that are managed by NMFS within the Department of Commerce, and resident fish listed under the Endangered Species Act that are regulated by the Fish and Wildlife Service within Interior, while the Army Corps of Engineers regulates private sector activities in the riparian wetlands. In this case, this one stream can be subject to the jurisdictions of agencies whose regional offices are in five different cities, which may impede efficient citizen service and coordinated agency decisions that best serve the resources.

### Cross Agency Regional Structures – Interior, USFS, NMFS, USACE, EPA



U.S. Department of the Interior  
AGENCY REFORM PLAN

*See Appendix F for individual regional maps of the bureaus within Interior and Appendix G for regional maps for USFS, NMFS, USACE and EPA.*

*Multiple separate offices within the same geographic area*

Across its bureaus, Interior currently has over 41 distinct regions, each with their own regional offices, but often in the same general geographic area. This creates an inefficient use of facilities and resources, which are not shared across bureaus, to include back-office functions, such as human resources, information technology and other shared administrative support services.

The physical separation between bureaus further solidifies and perpetuates the silos each bureau operates within. The regional office staffs of the bureaus are not face-to-face with each other in their daily work, and are not challenged to see their specific work through a broader, and more holistic lens, of working on achieving a unified vision and goal. In many cases, this same issue is also occurring in USFS, NMFS, USACE and EPA, which also have multiple regional offices within the same geographic hub, but that are not co-located.

*Ineffective communication and problem solving*

The lack of co-location across Interior and the other federal agencies prevents Interior and the other agencies from working together more effectively on common issues and pursuing the broader government-wide mission in the areas of federal land and water management. Communication and problem-solving on common issues at the field level is more difficult when there is geographic separation between federal agencies.

(b)(5)

(b)(5)

*NEPA compliance and permitting for new infrastructure projects*

The Keystone Pipeline project is (b)(5)  
(b)(5) The project involves an oil pipeline that extends over 1,600 miles, originating in Canada, and crossing three states to its endpoint in Nebraska, where it links up with an existing pipeline. Environmental reviews beginning in 2008 involved the State Department, Department of Transportation, US Fish and Wildlife Service, National Park Service, Bureau of Land Management, Bureau of Indian Affairs, and the Army Corps of Engineers. Interagency coordination was a challenge. Different agencies weighed in at different times, and the project was not actually approved by the President until 2017. It is still facing court

U.S. Department of the Interior  
AGENCY REFORM PLAN

challenges. (b)(5)

(b)(5)

*Executive Order on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure*

(b)(5)

(b)(5)

To address these challenges, the President issued Executive Order XXXX on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure. In this Executive Order, the President directs Interior as follows: “The Department of the Interior shall provide to OMB a strategy and recommendations for a multi-agency reorganization effort that would further the aims of this order.” Based upon Interior’s proposal, OMB is directed to work with Interior and the heads of the impacted agencies to incorporate the strategy into their Agency Reform Plans. In this document, Interior has set forth a bold multi-agency reorganization which seeks to meet the President’s directive as set forth in the “Environmental Review and Permitting Process for Infrastructure” Executive Order. (b)(5)

(b)(5)

(b)(5)

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



(b)(5)

(b)(5)

(b)(5)

\*\*\*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN



(b)(5)

*This spectrum chart summarizes the initiatives within Interior's "Government-wide Reform Proposal" as well as the "Interior Reform Proposal" (internal-facing) which will be addressed in the following pages of this document.*



(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

# Interior's Reform Proposal

(b)(5)

## Current challenges across Interior

### *Too few employees on the front line delivering citizen service*

For a number of years, Interior's budget has been flat, and the number of employees has stayed level, yet the Department's responsibilities have increased, along with increased demand for service from the public and greater public expectations about what quality of service is acceptable in the 21<sup>st</sup> Century. Since the vast majority of Interior's service delivery happens at the local level, in the field, (b)(5)

(b)(5)

### *Communication challenges between regional and field offices*

(b)(5)

(b)(5) This means that officials who are located hundreds or even thousands of miles away from an affected community are making decisions affecting the future of that community, when they lack the appropriate knowledge and contextual understanding to make the best decisions. This also means that our field level employees are often required to implement a decision that they think is flawed and over which they had little influence. One of the reasons for decisions getting "kicked upstairs" is because Interior's bureaus often have competing equities, and the only place that the competing chains of command formally have a mutual superior is in Washington, D.C. (b)(5)

(b)(5)

With authority also must come accountability. (b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Workforce concentration in large metropolitan areas like Washington, D.C. and Denver, Colorado*

Office space in large cities is more expensive than comparable space in smaller communities, and the socioeconomic environment of large urban areas tends to differ from that of the communities where most of the Department's work is performed and services are delivered. This tendency to locate regional offices in large cities exacerbates budget problems in a period of constrained resources, and isolates regional directors and their staffs from the majority of the people most directly affected by their decisions.

(b)(5)

(b)(5)

Based upon research and preliminary discussions with the General Services Administration (GSA), the leasing rates for smaller cities located in the West (such as Carson City, NV, Boulder City, NV and Boise ID) are 15-30% of the cost to lease in the Washington, D.C. area. Although employee relocations to second-tier cities will present a significant investment upfront, Interior anticipates the long-term return on investment will be significant in terms of Interior's budget for the next several decades.

*Silos between bureaus*

Over the Department's 168 year history, Interior has inherited a very wide variety of responsibilities and directives, many of which have the potential to conflict with one another. Each Interior bureau has its own statutory authorizations, and geographically distinct areas of land management responsibilities. The individual missions and geographic areas has created the environment for bureaucratic silos to evolve that impede horizontal communication across bureaus. This also predisposes bureau leadership to narrow their frame of reference, and to discourage managers from acquiring a breadth of experience that would enable them to make more informed and effective decisions.

*Multiple regional structures across Interior's bureaus*

Interior has nine bureaus, each with their own unique regional office structure. (b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

*Showing Respect for All of Our Employees, Contractors, and Volunteers*

Interior is immersed in sexual harassment and hostile work environment challenges. The Secretary is committed to a zero tolerance policy for sexual harassment and discrimination, and is determined to rectify past problems and create work environments across the Department where employees, contractors, and volunteers are confident that they are respected both personally and professionally. Most importantly, this is the necessary and right thing to do for the employees impacted by sexual harassment and a hostile work environment, as well as to ameliorate the morale and productivity challenges it creates.

*Employee morale*

Based on the 2016 Federal Employee Viewpoint Survey, there are four areas where the work life experience of Interior employees differs significantly from that of other federal employees:

- Only 48% of Interior employees believe their workload is reasonable, compared to 57% of all federal employees, with National Park Service employees feeling most overwhelmed, at 36%.
- Only 68% of DOI employees feel prepared for potential security threats, compared to 77% of all federal employees, with National Park Service employees feeling least secure, at 57%.
- Only 53% of Interior employees feel managers communicate the goals and priorities of the organization, compared to 60% of all federal employees. The Office of the Solicitor had the lowest Interior score, at 30%.
- Only 52% of Interior employees agree that managers review and evaluate the organization's progress toward meeting its goals and objectives, compared to 60% of all federal employees. The Office of the Solicitor again trails the department, with 35% answering affirmatively.

Interior has particular strengths and opportunities for improvement. The following tables depict the questions from the 2016 Federal Employee Viewpoint Survey to which Interior employees responded most positively, and least positively.



U.S. Department of the Interior  
AGENCY REFORM PLAN

### Top 10 FEVS Questions (FY 2016) - Most Positive Responses by Percentage

Question	Percent positive
When needed I am willing to put in the extra effort to get a job done.	96.06%
I am constantly looking for ways to do my job better.	91.10%
How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	90.80%
The work I do is important,	90.00%
I like the kind of work I do.	86.10%
How would you rate the overall quality of work done by your work units?	82.50%
I know how my work relates to the agency's goals and priorities.	81.60%
My supervisor supports my need to balance work and other life issues.	81.60%
I am held accountable for achieving results.	80.90%
My supervisor treats me with respect.	80.30%

These survey question results demonstrate what Interior already knows--that Interior is the government agency where employees are passionate about their work and the mission of Interior. Interior's employees are willing to go the extra mile, value their work, want to do their jobs better, and enjoy what they are doing. These are strengths motivating high performance for the American people, which Interior will continue to cultivate and reinforce.

### Top 10 FEVS Questions (FY 2016) - Least Positive Responses by Percentage

Question	Percent positive
Pay raises depend on how well employees perform their jobs.	50.800%
I have sufficient resources (for example, people, materials, budget) to get my job done.	57.200%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	58.000%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	61.500%
In my work unit, differences in performance are recognized in a meaningful way.	63.000%
I believe the results of this survey will be used to make my agency a better place to work.	64.500%

U.S. Department of the Interior  
AGENCY REFORM PLAN

Promotions in my work unit are based on merit.	65.100%
How satisfied are you with your opportunity to get a better job in your organization?	65.300%
My work unit is able to recruit people with the right skills.	65.700%
My workload is reasonable.	65.900%

Based on these results, performance management, supervisory quality, and talent development are areas Interior has identified for improvement.

*Employee Engagement*

Interior ranks 33 out of 37 federal agencies in employee engagement, based on OPM 2016 data. Interior is also currently ranked in 11th place out of 18 large federal agencies in the annual Best Places to Work in the Federal Government report by the Partnership for Public Service and has stalled in this ranking for a number of years. (b)(5)

(b)(5)

(b)(5)

(b)(5)

\*\*\*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Interior's Internal Reform Proposal

(b)(5)

*Workforce management & career path planning*

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

(b)(5)

In the wake of the *Deepwater Horizon* explosion and oil spill in April 2010, then-Secretary of the Interior Salazar ordered the reorganization of the Minerals Management Service to address “real and perceived conflicts between the resource management, safety and environmental oversight and enforcement, and revenue collection responsibilities” (Secretary’s Order 3299, May 19, 2010). On October 1, 2011, the two new bureaus for managing offshore activities were created:

- Bureau of Ocean Energy Management (BOEM), responsible for the sustainable development of OCS conventional and renewable energy and mineral resources, including resource evaluation, planning, and other activities related to leasing and resource management.
- Bureau of Safety and Environmental Enforcement (BSEE), responsible for ensuring comprehensive oversight, safety, and environmental protection in all offshore energy and mineral activities.

The two Bureaus are co-located in Washington D.C., Sterling, VA, Jefferson, LA, Anchorage, AK, and Camarillo, CA. BSEE also has an office in Houston and five district offices in Louisiana and Texas. According to their respective FY 2018 budget justifications, BSEE has 881 FTEs in FY 2017, and BOEM has 570.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

The Office of Natural Resources Revenue (ONRR) was created at the same time as BSEE and BOEM, also in response to *Deepwater Horizon*. ONRR was placed in the Office of the Assistant Secretary for Policy, Management and Budget since that office oversees a wide variety of financial matters for the Department.

(b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

The President's Budget for FY 2018 proposes to eliminate funding for the following major program areas, resulting in a cost savings of at least \$132 Million. (b)(5)

(b)(5) See *Appendix I*.

*Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation*

The Budget proposes to eliminate funding introduced in 2016 for Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation. The AML grant pilot program was developed by Congress in response to the 2016 budget mandatory proposal to convert \$1 billion from the unappropriated balance of the AML Fund to funding for states to expedite the cleanup and redevelopment of eligible lands and waters affected by historic coal mining practices and thus promote economic development. Congress appropriated \$90 million in 2016 discretionary funding for these activities in three Appalachian states (KY, WV, and PA). In 2017, Congress added an additional \$15 million to provide a total of \$105 million for Kentucky, West Virginia, Pennsylvania and three additional states. These grants are not central to the Office of Surface Mining Reclamation and Enforcement's (OSMRE) mission and overlap with existing funds to reclaim abandoned coal mines. In addition, OSMRE would have to build capacity and leverage expertise from other agencies to implement this approach.

*Grant funding for the Heritage Partnership Program*

The Budget also proposes to eliminate grant funding for the Heritage Partnership Program, a \$19 million reduction. This program provides financial and technical assistance to congressionally designated National Heritage Areas, which are managed by non-Federal organizations to promote the conservation of natural, historic, scenic, and cultural resources. This program is secondary to the primary mission of the National Park Service and would be better sustained by partners. As noted in a Government Accountability Office report, there is no systematic process for designating Heritage Partnership Areas or determining their effectiveness. A Heritage Foundation report raised concerns that these grants are diverting resources from core National Park Service responsibilities, such as protecting resources and providing services in national parks. These grants to state and local entities are not clearly a Federal responsibility; instead,

U.S. Department of the Interior  
AGENCY REFORM PLAN

National Heritage Area managers should use the national designation to open doors to more sustainable funding opportunities from local and private beneficiaries.

*Discretionary funding for the National Wildlife Refuge Fund*

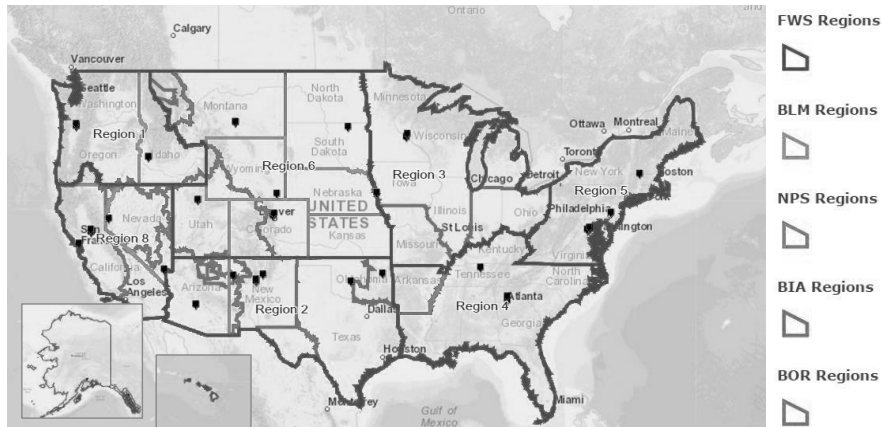
In addition, the Budget proposes to eliminate discretionary funding for the National Wildlife Refuge Fund. The National Wildlife Refuge Fund was intended to compensate communities for lost tax revenue from Federal land acquisitions. However, evidence shows that refuges often generate tax revenue for communities in excess of what was lost by increasing property values and creating tourism opportunities for the American public to connect with nature. In 2013, refuges generated an estimated \$2.4 billion for local economies, supported over 35,000 jobs, and generated over \$340 million in tax revenues at the local, state, and Federal level. A study by North Carolina State University in 2012, found that property values surrounding refuges are higher than equivalent property values elsewhere. In addition, approximately \$8 million per year in mandatory appropriations is provided to communities from the National Wildlife Refuge Fund. Our proposal does not change that mandatory funding.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

Regions of Interior's Bureaus: FWS, BLM, NPS, BIA and BOR



Currently, each Interior bureau has a regional structure that follows unique geographical boundaries with regional offices in different cities. This inhibits effective communication and makes it difficult for bureaus to have an equally complete understanding of the details of a local issue. This is also the case for USFS, EPA, NMFS and USACE, which each operate under distinct regional structures.

(b)(5)

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

*Regional, Field and Local Offices*

(b)(5)

(b)(5) Currently Interior's bureaus structure their regional offices differently from bureau to bureau, which creates additional layers of bureaucracy, slowing decision-making. To address this challenge, (b)(5)

(b)(5)

Commented [SJC1]:

(b)(5)

Commented [CS2R1]:

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Future Targets*

(b)(5)

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

As workforce reshaping planning continues, a more detailed budget estimate of potential up-front investment costs and long-term budget needs will be available in the future.

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Information Management and Technology provides modern and secure technology solutions to advance the Interior's ability to deliver programs and services to the public and our customers. Interior has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover. Interior is working collaboratively with our user community to better understand what their needs are in the field. (b)(5)

(b)(5)

Interior will continue emphasizing shared administrative support services through the utilization of the Interior Business Center (IBC) and the Department's consolidated Financial and Business Management System (FBMS). (b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## The Secretary's Message

### The Next Frontier of Federal Land and Water Management

In the Department of the Interior's Agency Reform Plan, I have proffered a bold government-wide reform that will prepare federal land and water management for the next 100 years. We seek to achieve the President's Vision of reforming the federal government to work better for the American taxpayer, as outlined in the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," and further delineated through OMB Memo M-17-22.



(b)(5)

(b)(5)

(b)(5)

I intend to move the Department of the Interior forward consistent with that plan, based on all of the initiatives I have laid out for the Interior's internal reform. I am committed to boldly preparing federal land and water management for the next 100 years, and to transforming the way we serve the American public.

Secretary Ryan Zinke

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix A: Interior's Agency Reform Plan Elements & Approach

### Analytical Framework

As instructed by OMB in Memo M-17-22, Interior's reform proposals are developed based upon management analysis, to include in-depth reviews and discussions, with the overarching focus on scoping Interior's programs and operations to ensure alignment with Interior's mission. Through observations of existing structures and processes, and supported by public comments, Interior leadership identified areas that could be streamlined through realignment and/or consolidation, or elimination of unnecessary programs. This analytical approach ensures Interior continues to focus on the areas that are most closely tied to Interior's mission, and eliminates and/or realigns programs to ensure Interior continues to leverage its resources effectively and efficiently for the American public.

### Agency Reform: Public Input

Interior received over 6,755 separate comments from the public on reform recommendations. All of the comments were reviewed and sorted into one of the three following categories: 1) General comments, not directly or specifically relevant to DOI – 5,986 comments (89% of total); 2) Generally relevant to DOI – 533 comments (8% of total); 3) Specifically relevant to DOI and potentially applicable – 236 comments (3% of total). Interior's reform proposal incorporates and addresses recommendations from the public, with a focus on enhancing the customer service experience the American public receives from Interior's offices and bureaus.

For additional information on specific public input Interior received, see *Appendix B: Public Input*.

### Performance Goals and Indicators

Interior has included performance goals and milestones in our draft Government Performance and Results Act Strategic Plan, to track and report progress on our reform proposal.

For the specific list of goals and indicators, see Interior's draft Strategic Plan.

### Costs, Budget Impacts and Timeline

Due to the magnitude, and complexity of Interior's reform proposal, the overall budget implications and net budgetary impact are not yet fully identified. The phasing of each proposal component is estimated based upon the information gathered to date, but may change as Interior advances the planning process.



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*FY 2019 Budget Request*

(b)(5)

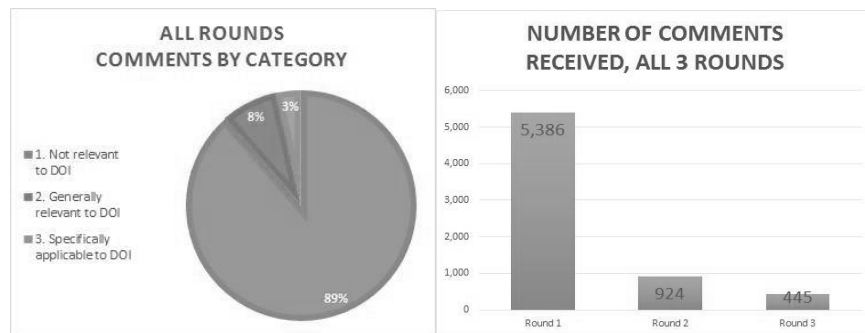
*Implementation timeline*

As Interior continues to build out the implementation plans for the agency reform initiatives, a clearer picture will emerge of the detailed timeline, to include investment costs and potential long-term savings and citizen service improvements.

	FY 2018				FY 2019				FY 2020			
Initiatives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Realign OST & Land Buy Back program												
2. Consolidate BOEM & BSEE												
3. Realign ONRR												
4. Realign OIA and Office of Native Hawaiian Relations												
5. Realign Indian Arts and Crafts Board												
6. Eliminate Funding for Unnecessary Programs												
7. Eliminate Reports												
8. Propose restructure of DOI regions												
9. Move BLM, BOR and FWS bureau HQs West												
10. Management of FTEs in D.C. & D												
11. Transfer BIE to Department												
12. Consolidate and co-locate field offices												
13. Implement shared-leadership model												
14. Emphasize shared administrative support services												

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix B: Public Input



**Figures 1 (left) and 2 (right). Breakdown of all comments by category, and total number of comments for each round.**

In FY 2017, OMB solicited input from the public on recommendations for federal agency reforms. OMB collected the comments from the public via a form on the White House website from April through June 2017, and provided the comments in three rounds to Interior. Interior received the most comments from the public in the first round.

### Comments specifically relevant to DOI and potentially applicable

About 3% of comments were categorized as specific to DOI and potentially applicable to agency management responsibilities. These comments directly mentioned a DOI bureau, program, policy or management activity and made recommendations that were potentially applicable for leadership consideration.

Major themes were:

- **Transferring public land to states and local governments.** Some of these comments suggested that the federal government owns too much land in the West or in general.
- **Consolidating, merging or reorganizing federal land agencies and natural resource agencies.** Some comments suggested this would reduce redundancy. The Bureau of Land Management and US Forest Service were frequently suggested for consolidation.
- **Privatizing elements of DOI agencies.** Some comments favored privatization of federal programs or resources, including elements of the National Park Service.
- **Targeted funding increases or decreases.** Many comments identified specific DOI programs and activities for funding increases or cuts. Requests to increase or maintain funding for the National Park Service was especially common.
- **Indian Affairs management issues.** Recommendations were made to give all Indian Affairs program funding directly to Tribes or serve Indians through other programs.

U.S. Department of the Interior  
AGENCY REFORM PLAN

- **DOI law enforcement management activities.** Several comments called for disarming DOI law enforcement.
- **Partnerships.** Some comments encouraged the use of partnerships between the federal government/DOI and non-federal partners.
- **Management of BLM's Wild Horse and Burro program.** Many comments called for the protection of wild horses and burros and called for changes to the existing Wild Horse and Burro program. Suggested changes included ending roundups, eliminating funding, managing animals on-range and maintaining limits on sales.

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix C: Stakeholder Impact Matrix

### Stakeholder impact analysis

Interior analyzed the level of impact many of Interior's reform initiatives will have on Interior's stakeholders. This list of reform initiatives is not exhaustive, but highlights many of the key proposals.

#### *Key findings*

Based on the analysis, Interior anticipates the most impacts of Interior's reform will be on DOI employees and customers, with some impacts on the states, industry, Congress, the public and OMB.

### Stakeholder Impact Matrix

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix E: Long-Term Workforce Plan

### Background

(b)(5)

### Future Workforce Vision

(b)(5)

### Workforce Strategies

(b)(5)

### *Hiring Controls*

On April 14, 2017, the Department established hiring controls and procedures to enable limited hiring, prioritizing filling field positions, and limiting hires in the Washington, DC and Denver, CO areas. As of September 1, 2017 the Department has reviewed over 1,900 hiring waiver requests submitted by the bureaus and offices. Approximately 60% of the requests have been approved by the Deputy Secretary. The requests that have not been approved are being discussed to determine if the positions are essential to Interior's Mission and priorities.

### *Voluntary Early Retirement Authority (VERA) / Voluntary Separation Incentive Payments (VSIP)*

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Other Options*

- Attrition
- Reassignments
- Performance Management including automation of performance assessments
- Performance-Based Actions
- Adverse Actions
- Telework Agreements
- Recruitment, Relocation, and Retention Incentives
- Phased Retirement
- Administrative Furlough
- Reduction in Force (RIF)

Major Workforce Actions

The Agency Reform Plan includes 14 internal reform proposals. The estimated impact to the Interior workforce for each proposal is still being determined. It is possible that not all of these reform proposals will have an impact on the workforce. However all 14 proposed actions are included in the table below.

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Considerations

There are potential barriers to accomplishing the Department's vision. We have identified specific actions needed to eliminate those barriers.

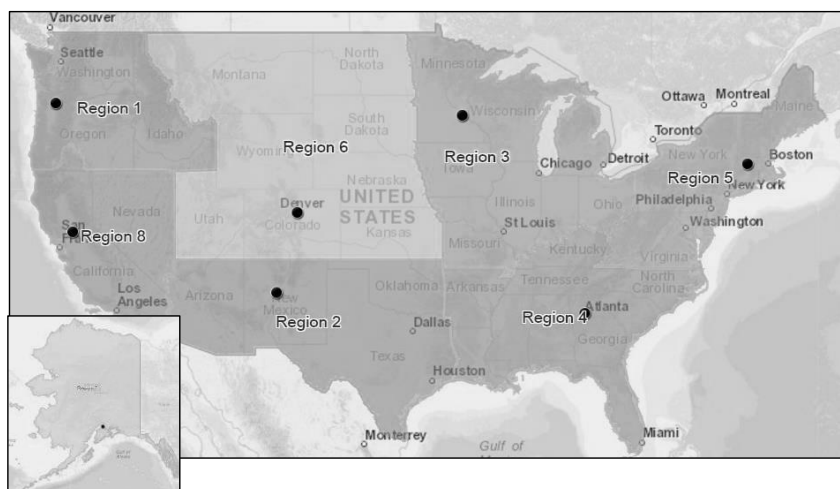
VERA/VSIP Authority

The Department seeks VSIP/VERA approval authority so that it can enhance efficiencies and effectiveness on an agency-wide scale. In order to provide maximum flexibility to our bureaus and Departmental offices, it has been determined VSIP/VERA is one of the best options to achieve organizational restructuring and reshaping as a management tool which provides personnel flexibilities.

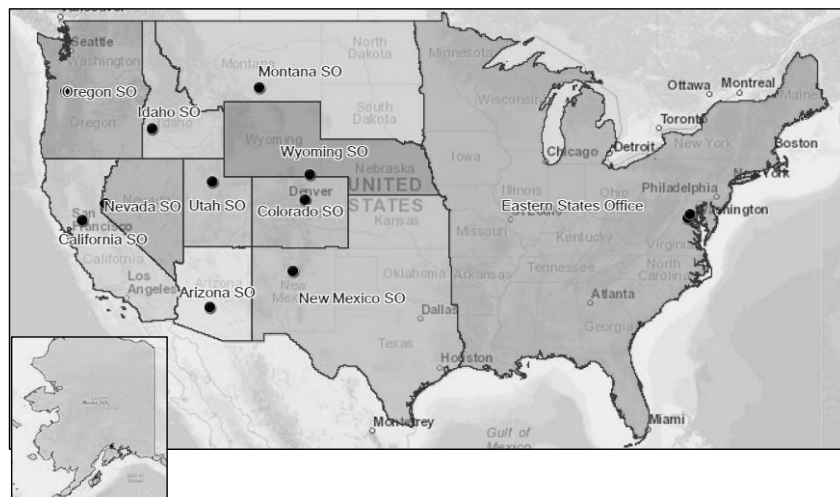
U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix F: Interior's Regions

### U.S. Fish and Wildlife Service (FWS)

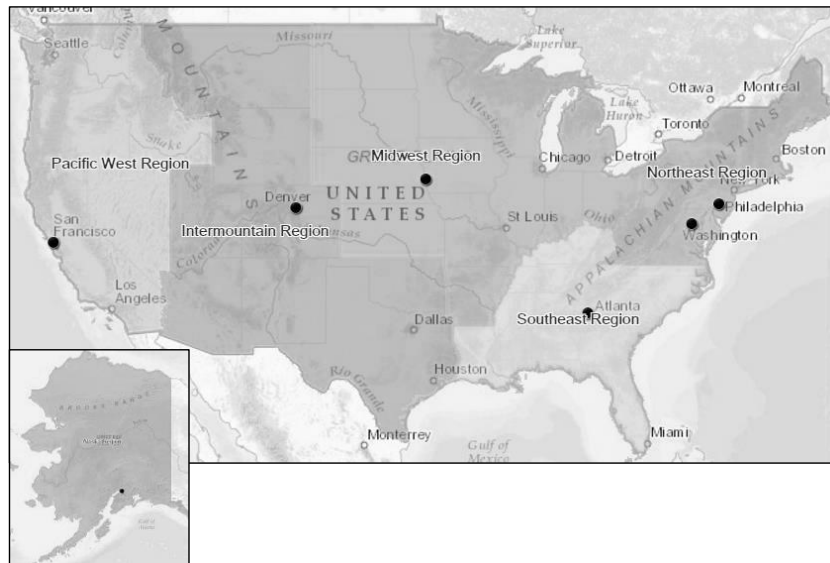


### Bureau of Land Management (BLM)

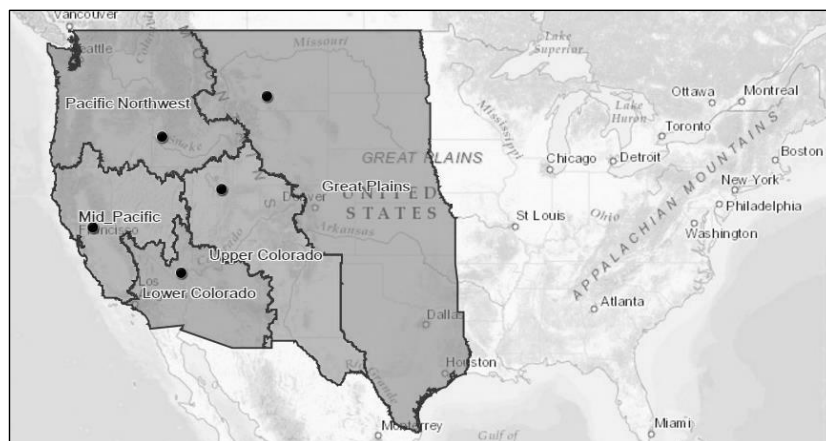


U.S. Department of the Interior  
AGENCY REFORM PLAN

National Park Service (NPS)

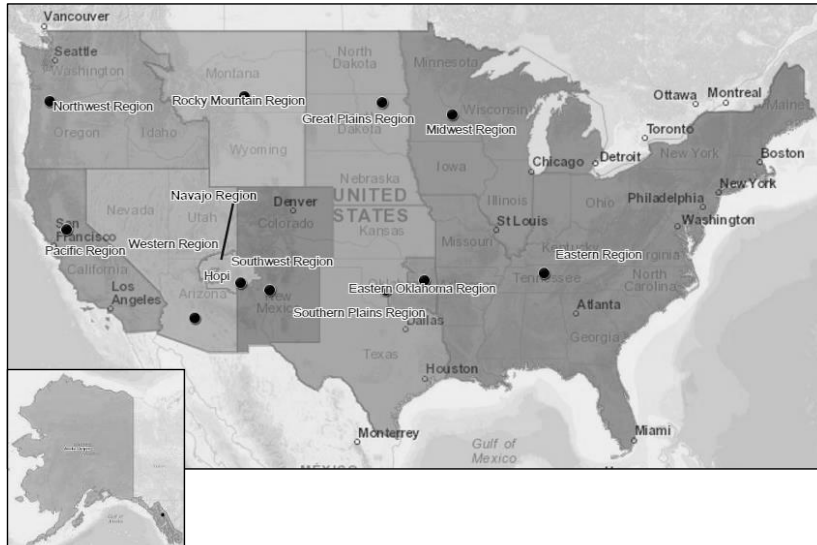


Bureau of Reclamation (BOR)



U.S. Department of the Interior  
AGENCY REFORM PLAN

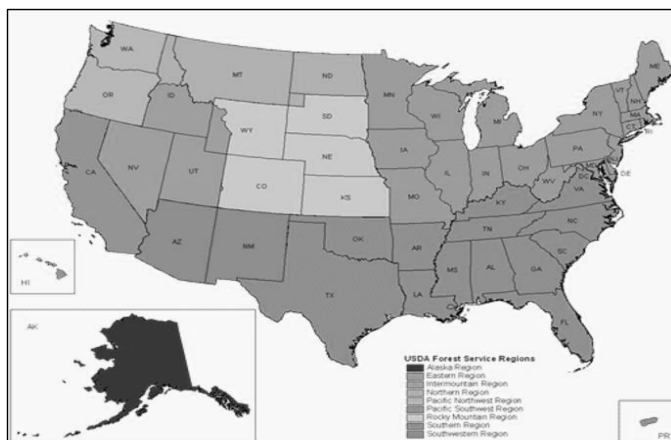
**Bureau of Indian Affairs (BIA)**



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix G: USFS, NMFS, USACE, EPA Regions

### U.S. Department of Agriculture (USDA)

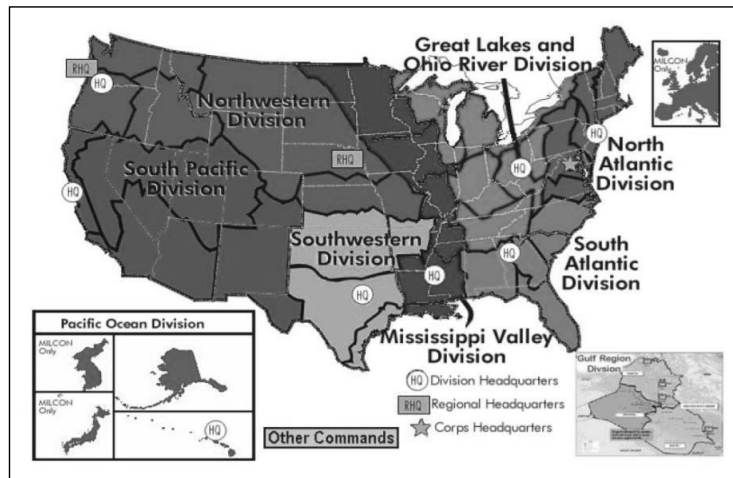


### National Marine Fisheries Service (NMFS)

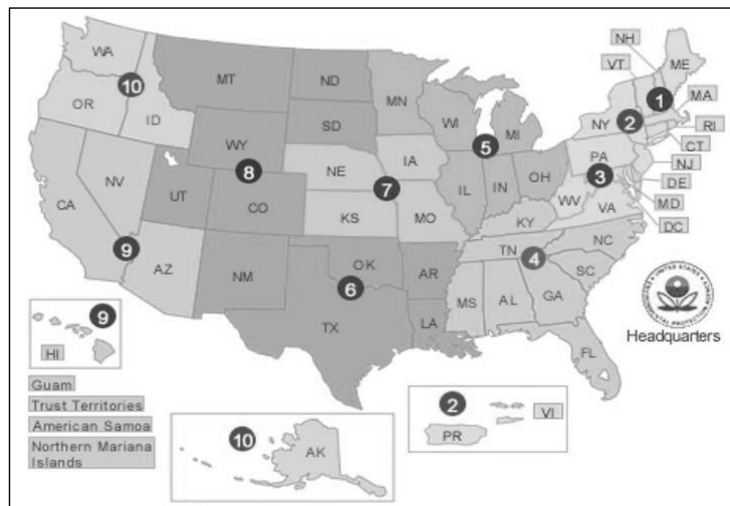


U.S. Department of the Interior  
AGENCY REFORM PLAN

U.S. Army Corps of Engineers (USACE)



Environmental Protection Agency (EPA)





U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix H: Leasing Rates Table

### Initial Research of Leasing Rates

Interior has coordinated with GSA in completing initial research and analysis of leasing rates in existing and potential city locations. For this particular study, Interior gathered data for the metro DC area, Denver area, Carson City, NV, Boulder City, NV and Boise, ID. (b)(5)

(b)(5)

### Leasing Rates - Current

Washington, D.C., Denver, Carson City, Boulder City & Boise

#### Potential data for initial budgeting projections

Area	Location	Price per Sq. Ft.	Notes
Metro DC	Main Interior Building	\$56/sf	Based on 1,000,000 sqf/historic
	Within ½ mile of MIB	\$50-60/sf	
	Arlington	\$40-\$50/sf	Based on buildings along Metro line
	Herndon/Reston	\$25-\$35/sf	
Denver Area	Denver Federal Center	\$22-\$24/sf	Space less than 10,000 sqf
	Lakewood	\$19-\$27/sf	Space between 10,000-15,000 sqf
	Denver Central Business District	\$20-\$30/sf	Courthouses; space up to 90,000 sqf
	Denver Tech Center	\$20-\$27/sf	In Englewood - 20 mi from downtown; space up to 55,000 sqf.
Carson City, NV	705 N. Plaza Federal Building (0 sqf vacant)	\$10-\$15/sf	GSA only found two other properties with 25,000 sf + vacant (nothing larger than 36,000 sf), a retail center and old church, which are not viable options to accommodate the size.
Boulder City, NV		\$10-\$17/sf	GSA does not have any property in their inventory and found no buildings with more than 10,000 sf vacant. Only two with any vacant space under 10k, both retail/office (not even options).
Boise, ID	James A McClure Federal Building and Courthouse - 5,796 sf vacant (GSA inventory)	\$20-\$25/sf	There are four properties that have vacancy that could meet 60k to 72k sf (400 ppl x 150sf/180sf).

U.S. Department of the Interior  
AGENCY REFORM PLAN

Appendix I: Additional programs  
recommended for elimination of funding

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Figure XX: (b)(5)

(b)(5)

(b)(5)

[illegible]



# Agency Reform Plan

U.S. Department of the Interior

*Preparing Land and Water Management for the Next 100 Years*

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Page Intentionally Left Blank*



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Table of Contents

<b>Executive Order: Comprehensive Plan for Reorganizing the Federal Government.....</b>	<b>4</b>
Executive Order Summary .....	4
OMB Guidance M-17-22.....	4
Components of Interior’s Reform Proposal .....	5
<b>Federal Government-wide Reform Proposal .....</b>	<b>6</b>
Current challenges across the Federal Government.....	6
Current challenges across Federal Land and Water Management Agencies .....	7
Necessity for a Government-wide Culture Change.....	10
The future frontier: One Federal Land and Water Management Agency .....	12
Benefits of One Federal Land and Water Management Agency .....	13
Implementation approach .....	14
The Secretary’s Vision: scope and prioritization .....	15
<b>Interior’s Reform Proposal.....</b>	<b>17</b>
The Secretary’s vision for a new Interior.....	17
Current challenges across Interior.....	17
The necessity of culture change within Interior.....	19
1. Realign Office of the Special Trustee and the Land Buy Back Program to the Assistant Secretary of Indian Affairs .....	22
2. Reorganize and consolidate BOEM/BSEE .....	23
3. Realign the Office of Natural Resources Revenue to the Assistant Secretary for Land and Minerals Management .....	24
4. Realign the Offices of International Affairs and Native Hawaiian Relations to the Assistant Secretary for Insular Areas .....	24
5. Realign Indian Arts and Crafts Board to the Assistant Secretary for Indian Affairs.....	24
6. Eliminate funding for unnecessary programs .....	25
7. Eliminate reports to decrease agency reporting burden .....	26
8. Propose restructure of DOI regions.....	26
9. Move BLM, BOR and FWS bureau headquarters West.....	29
10. Management of FTEs in Washington, DC, and Denver, CO.....	29
11. Transfer Bureau of Indian Education to the Department of Education .....	31
12. Consolidate and co-locate DOI regional offices .....	31
13. Implement shared leadership model .....	32

U.S. Department of the Interior  
AGENCY REFORM PLAN

<b>14. Emphasize shared administrative support services and coherent management (FBMS, IBC, FITARA)</b>	<b>33</b>
<b>The Secretary's Message</b>	<b>34</b>
<b>The Next Frontier of Federal Land and Water Management</b>	<b>34</b>
<b>Appendix A: Interior's Agency Reform Plan Elements &amp; Approach</b>	<b>35</b>
<b>Analytical Framework</b>	<b>35</b>
<b>Agency Reform: Public Input</b>	<b>35</b>
<b>Performance Goals and Indicators</b>	<b>35</b>
<b>Costs, Budget Impacts and Timeline</b>	<b>35</b>
<b>Appendix B: Public Input</b>	<b>37</b>
<b>Appendix C: Stakeholder Impact Matrix</b>	<b>39</b>
<b>Appendix D: Reports Recommended for Elimination</b>	<b>40</b>
<b>Appendix E: Long-Term Workforce Plan</b>	<b>42</b>
<b>Major Workforce Actions</b>	<b>43</b>
<b>Appendix F: Interior's Regions</b>	<b>47</b>
<b>Appendix G: USFS, NMFS, USACE, EPA Regions</b>	<b>50</b>
<b>Appendix H: Leasing Rates Table</b>	<b>52</b>
<b>Appendix I: Additional programs recommended for elimination of funding</b>	<b>53</b>

U.S. Department of the Interior  
AGENCY REFORM PLAN

# Executive Order: Comprehensive Plan for Reorganizing the Federal Government

## Executive Order Summary

On March 13, 2017, the President of the United States Donald J. Trump issued Executive Order 13781: *Comprehensive Plan for Reorganizing the Federal Government*, which directed the Office of Management and Budget (OMB) and federal agencies to work together on a large-scale plan to reorganize and reshape the federal government. Through the Executive Order, the President directed the head of each federal agency to submit a plan to OMB to reorganize the agency, if appropriate, in order to improve the overall efficiency, effectiveness, and accountability of that agency.

The Executive Order also directed the Director of OMB to develop a government-wide reform plan, which would provide recommendations to eliminate unnecessary agencies, components of agencies, and agency programs, and to merge functions. The reform plan should also include recommendations for any legislation or administrative measures which are necessary to achieve the proposed reforms.

Additional guidance was provided to the Director to consider the following factors:

- *Whether some or all of the functions of an agency, a component, or a program are appropriate for the Federal Government or would be better left to State or local governments or to the private sector through free enterprise;*
- *Whether some or all of the functions of an agency, a component, or a program are redundant, including with those of another agency, component, or program;*
- *Whether certain administrative capabilities necessary for operating an agency, a component, or a program are redundant with those of another agency, component, or program;*
- *Whether the costs of continuing to operate an agency, a component, or a program are justified by the public benefits it provides;*
- *The costs of shutting down or merging agencies, components, or programs, including the costs of addressing the equities of affected agency staff.*

## OMB Guidance M-17-22

To achieve the requirements set forth in the Executive Order, on April 12, 2017, the Director of OMB issued the memorandum M-17-22 “Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce,” providing additional guidance to all federal agencies. In the memorandum, OMB addressed the need for a government-wide reform to better serve the American people, who are increasingly dissatisfied with the cost and

U.S. Department of the Interior  
AGENCY REFORM PLAN

performance of the federal government. OMB highlighted the need for the federal government to focus on eliminating or reducing programs, instead of establishing additional duplicative programs. OMB also requested input from each agency on proposals for internal agency reforms and cross-cutting government reforms.

OMB instructed agencies to look at the alignment of agency activities with the mission, resulting in proposals in the following four categories:

- Eliminate activities
- Restructure or merge
- Improve organizational efficiency and effectiveness
- Workforce management

OMB has instructed all federal agencies to submit an Agency Reform Plan and a Workforce Reduction Plan as part of each agency's FY 2019 Budget submission.

\*\*\*

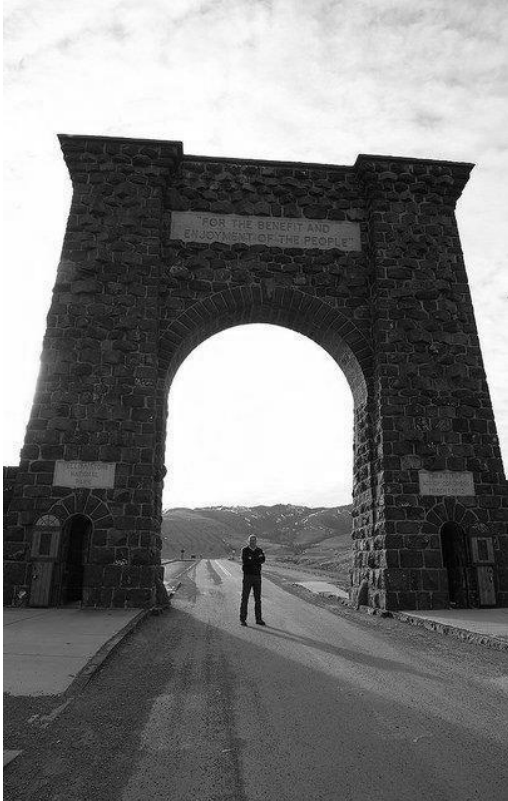
### Components of Interior's Reform Proposal

To address the President's Executive Order 13781 and OMB Memorandum M-17-22, the Secretary of the Interior proposes the following federal government-wide and internal agency reforms, as organized within the following 3 components:

- Federal Government-wide Reform Plan (as proposed by Interior)
- Interior's Agency Reform Plan
- Interior's Long-Term Workforce Plan (see Appendix E)

Interior's proposals address all four categories identified by OMB.

U.S. Department of the Interior  
AGENCY REFORM PLAN



## Federal Government-wide Reform Proposal

### The Interior Secretary's Vision: A New Frontier in Federal Land and Water Management

In response to the President's Executive Order 13781 and the OMB Director's Memorandum M-17-22, the Secretary of the Interior has set forth a bold and transformational government-wide vision, which seeks to address many of the challenges the federal government faces today. Under the Secretary's strategic vision and leadership, Interior seeks to be at the forefront of the federal government in presenting a visionary reform proposal which will transform the way the federal government currently executes the land and water management mission for the American people.

Through the Secretary's bold reform plan, the Secretary is laying the future foundation for conservation stewardship efforts for federal land and water management. Through the implementation of the Secretary's reform agenda, federal land and water management will more fully model the guiding principle from conservationist President Teddy Roosevelt: "For the Benefit and Enjoyment of the People."

### Current challenges across the Federal Government

As referenced in OMB Memorandum M-17-22, the federal government is in need of reform to be more effective and efficient. The federal government is burdened with layers of bureaucracy, creating more barriers for communicating across agencies, and for effectively accomplishing their missions. Several agencies manage overlapping and duplicative programs, to include federal land and water management agencies. This government-wide issue is compounded as more agency programs have been added without an in depth look at a better solution: eliminating unnecessary programs that do not add value to the American people and consolidating programs that are still necessary but which overlap. Currently, there is also no existing mechanism which directs and ensures the ongoing coordination and collaboration across agencies that work on shared common issues.

U.S. Department of the Interior  
AGENCY REFORM PLAN

Current challenges across Federal Land and Water Management Agencies

Interior has identified many similar challenges occurring across the federal land and water management agencies. A few of the key issues are highlighted as follows, which the Secretary of the Interior seeks to address in his vision for a government-wide reform:

*Overlapping Agency Programs and Missions*

Within the area of land and water management, there are four federal agencies with complementary missions to Interior: the U.S. Forest Service within the Department of Agriculture, the National Marine Fisheries Service (NMFS) within the Department of Commerce, the U.S. Army Corps of Engineers (USACE), and the Environmental Protection Agency (EPA). Each of these federal agencies operates under individual laws enacted by Congress, which challenges a holistic and unified approach for land and water management. The end result is overlapping programs across Interior and the other federal agencies, which are funded and managed separately from each other.

To identify areas of additional mission intersection or overlap across Interior and the four agencies, Interior developed a list of key functions Interior completes and compared this to the list of functions which USFS, NMFS, EPA and USACE complete. The completed matrix provides a closer view of the cross-intersection at the functional level between Interior and the four other agencies.

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Federal Land and Water Management Agencies' Mission Matrix

	Functions	DOI										Other Federal Agencies			
		BLM	BOEM	BSEE	OSM	NPS	FWS	BOR	USGS	BIA	BIE	USFS	NMFS	USACE	EPA
Mission/Operations	Recreation	X				X	X	X		X		X		X	
	Permitting	X	X	X	X	X	X	X				X	X	X	X
	Law Enforcement	X				X	X	X		X		X	X	X	X
	Fire - Fuels Management	X					X			X		X			
	Fire - Response	X				X	X			X		X			
	Fire - Salvage	X					X			X		X			
	Land Use Planning on federal lands	X	X			X	X			X		X			
	Partnered Resource Management (non-federal lands)	X				X	X	X				X	X		
	NEPA Compliance	X	X			X	X	X				X	X	X	X
	Invasive Species Management	X				X	X	X	X	X		X	X	X	X
	Endangered Species Management	X				X	X	X		X		X	X	X	
	Cultural Resource Management	X				X	X	X		X	X	X		X	
	Renewable Energy Development	X	X					X		X		X		X	
	Non-Renewable Energy Development	X	X							X		X			
Administrative	Facility Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Human Resources	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Information Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Acquisition	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Financial Management	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	Grants Management	X			X	X	X	X	X	X	X	X			X

From a mission view, the most evident overlap is between the Department of the Interior and the U.S. Forest Service. The U.S. Army Corps of Engineers, the National Marine Fisheries Service and the Environmental Protection Agency also have clear mission intersection with Interior's bureaus.

### *History of Federal forest management*

Federal forest management dates back to 1876 when Congress created the office of Special Agent in the U.S. Department of Agriculture (USDA) to assess the quality and conditions of forests in the United States. In 1881, USDA expanded the office into the Division of Forestry. A decade later, Congress passed the Forest Reserve Act of 1891, authorizing the President to designate public lands in the West into what were then called "forest reserves." Responsibility for these reserves fell under Interior until 1905 when President Theodore Roosevelt transferred their care to the Department of Agriculture's new U.S. Forest Service.

Interior works closely with the U.S. Forest Service, but a closer alignment in key areas would be beneficial.

## U.S. Department of the Interior AGENCY REFORM PLAN

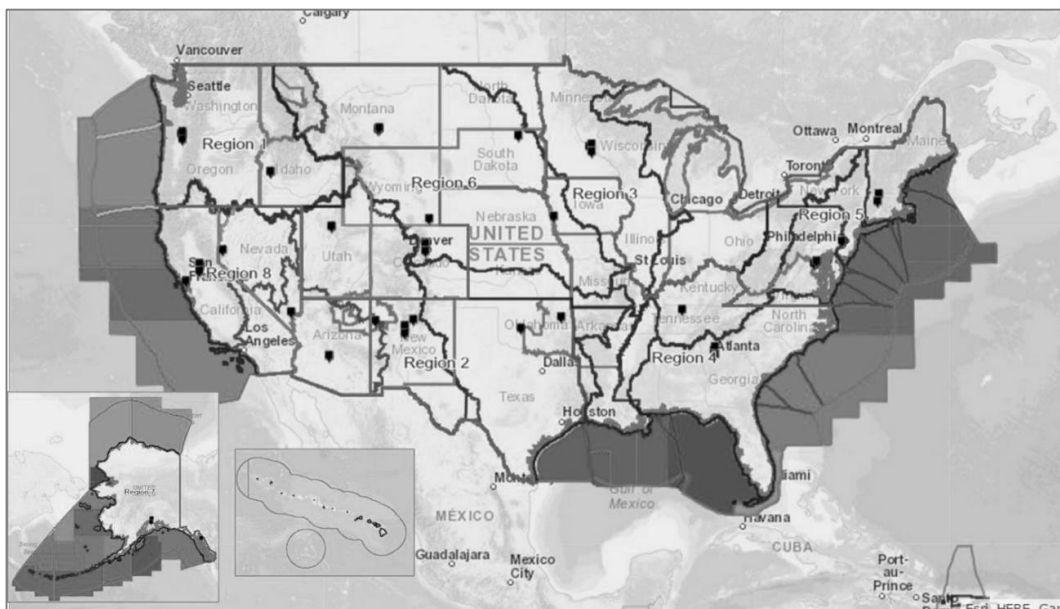
### *Lack of cohesive cross-agency strategy on common issues*

As shown in the Mission Matrix chart, Interior, USFS, NMFS, USACE and EPA have overlapping missions which intersect with one another across multiple functions. Each agency is working on common issues, but only through the narrow lens of their individual missions, and often not towards a common unified goal. This leads to challenges in the areas of National Environmental Policy Act (NEPA) compliance coordination, and permitting processes. Similar to the government-wide challenge, federal land and water management agencies lack a mechanism that directs and ensures the land and water management agencies work together in tandem to achieve the broader vision for their mission areas.

### *Multiple regional structures*

Currently, Interior's bureaus, USFS, NMFS, USACE and EPA each have a separate and distinct regional structure. This slows the coordination efforts on issues across the federal agencies and ultimately impacts the American public, which these agencies serve. A good example of the practical challenges to the existing regional models can be illustrated in the example of a stream. In one stream, there can be a Bureau of Reclamation dam upstream, a downstream Indian reservation, anadromous salmon that are managed by NMFS within the Department of Commerce, and resident fish listed under the Endangered Species Act that are regulated by the Fish and Wildlife Service within Interior, while the Army Corps of Engineers regulates private sector activities in the riparian wetlands. In this case, this one stream can be subject to the jurisdictions of agencies whose regional offices are in five different cities, which may impede efficient citizen service and coordinated agency decisions that best serve the resources.

### Cross Agency Regional Structures – Interior, USFS, NMFS, USACE, EPA





## U.S. Department of the Interior AGENCY REFORM PLAN

*See Appendix F for individual regional maps of the bureaus within Interior and Appendix G for regional maps for USFS, NMFS, USACE and EPA.*

### *Multiple separate offices within the same geographic area*

Across its bureaus, Interior currently has over 41 distinct regions, each with their own regional offices, but often in the same general geographic area. This creates an inefficient use of facilities and resources, which are not shared across bureaus, to include back-office functions, such as human resources, information technology and other shared administrative support services.

The physical separation between bureaus further solidifies and perpetuates the silos each bureau operates within. The regional office staffs of the bureaus are not face-to-face with each other in their daily work, and are not challenged to see their specific work through a broader, and more holistic lens, of working on achieving a unified vision and goal. In many cases, this same issue is also occurring in USFS, NMFS, USACE and EPA, which also have multiple regional offices within the same geographic hub, but that are not co-located.

### *Ineffective communication and problem solving*

The lack of co-location across Interior and the other federal agencies prevents Interior and the other agencies from working together more effectively on common issues and pursuing the broader government-wide mission in the areas of federal land and water management. Communication and problem-solving on common issues at the field level is more difficult when there is geographic separation between federal agencies.

(b)(5)

(b)(5)

### *NEPA compliance and permitting for new infrastructure projects*

The Keystone Pipeline project

(b)(5)

(b)(5)

The project involves an oil pipeline that extends over 1,600 miles, originating in Canada, and crossing three states to its endpoint in Nebraska, where it links up with an existing pipeline. Environmental reviews beginning in 2008 involved the State Department, Department of Transportation, US Fish and Wildlife Service, National Park Service, Bureau of Land Management, Bureau of Indian Affairs, and the Army Corps of Engineers. Interagency coordination was a challenge. Different agencies weighed in at different times, and the project was not actually approved by the President until 2017. It is still facing court

U.S. Department of the Interior  
AGENCY REFORM PLAN

challenges.

(b)(5)

(b)(5)

*Executive Order on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure*

(b)(5)

(b)(5)

To

address these challenges, the President issued Executive Order XXXX on Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure. In this Executive Order, the President directs Interior as follows: “The Department of the Interior shall provide to OMB a strategy and recommendations for a multi-agency reorganization effort that would further the aims of this order.” Based upon Interior’s proposal, OMB is directed to work with Interior and the heads of the impacted agencies to incorporate the strategy into their Agency Reform Plans. In this document, Interior has set forth a bold multi-agency reorganization which seeks to meet the President’s directive as set forth in the “Environmental Review and Permitting Process for Infrastructure” Executive Order.

(b)(5)

(b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



(b)(5)

(b)(5)

(b)(5)

\*\*\*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*This spectrum chart summarizes the initiatives within Interior's "Government-wide Reform Proposal" as well as the "Interior Reform Proposal" (internal-facing) which will be addressed in the following pages of this document.*

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN



(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

# Interior's Reform Proposal

(b)(5)

## Current challenges across Interior

### *Too few employees on the front line delivering citizen service*

For a number of years, Interior's budget has been flat, and the number of employees has stayed level, yet the Department's responsibilities have increased, along with increased demand for service from the public and greater public expectations about what quality of service is acceptable in the 21<sup>st</sup> Century. Since the vast majority of Interior's service delivery happens at the local level, in the field, (b)(5)

(b)(5)

### *Communication challenges between regional and field offices*

(b)(5)

(b)(5)

This means that officials who are located hundreds or even thousands of miles away from an affected community are making decisions affecting the future of that community, when they lack the appropriate knowledge and contextual understanding to make the best decisions. This also means that our field level employees are often required to implement a decision that they think is flawed and over which they had little influence. One of the reasons for decisions getting "kicked upstairs" is because Interior's bureaus often have competing equities, and the only place that the competing chains of command formally have a mutual superior is in Washington, D.C. (b)(5)

(b)(5)

With authority also must come accountability. (b)(5)

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Workforce concentration in large metropolitan areas like Washington, D.C. and Denver, Colorado*

Office space in large cities is more expensive than comparable space in smaller communities, and the socioeconomic environment of large urban areas tends to differ from that of the communities where most of the Department's work is performed and services are delivered. This tendency to locate regional offices in large cities exacerbates budget problems in a period of constrained resources, and isolates regional directors and their staffs from the majority of the people most directly affected by their decisions.

(b)(5)

(b)(5)

Based upon research and preliminary discussions with the General Services Administration (GSA), the leasing rates for smaller cities located in the West (such as Carson City, NV, Boulder City, NV and Boise ID) are 15-30% of the cost to lease in the Washington, D.C. area. Although employee relocations to second-tier cities will present a significant investment upfront, Interior anticipates the long-term return on investment will be significant in terms of Interior's budget for the next several decades.

*Silos between bureaus*

Over the Department's 168 year history, Interior has inherited a very wide variety of responsibilities and directives, many of which have the potential to conflict with one another. Each Interior bureau has its own statutory authorizations, and geographically distinct areas of land management responsibilities. The individual missions and geographic areas has created the environment for bureaucratic silos to evolve that impede horizontal communication across bureaus. This also predisposes bureau leadership to narrow their frame of reference, and to discourage managers from acquiring a breadth of experience that would enable them to make more informed and effective decisions.

*Multiple regional structures across Interior's bureaus*

Interior has nine bureaus, each with their own unique regional office structure.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

*Showing Respect for All of Our Employees, Contractors, and Volunteers*

Interior is immersed in sexual harassment and hostile work environment challenges. The Secretary is committed to a zero tolerance policy for sexual harassment and discrimination, and is determined to rectify past problems and create work environments across the Department where employees, contractors, and volunteers are confident that they are respected both personally and professionally. Most importantly, this is the necessary and right thing to do for the employees impacted by sexual harassment and a hostile work environment, as well as to ameliorate the morale and productivity challenges it creates.

*Employee morale*

Based on the 2016 Federal Employee Viewpoint Survey, there are four areas where the work life experience of Interior employees differs significantly from that of other federal employees:

- Only 48% of Interior employees believe their workload is reasonable, compared to 57% of all federal employees, with National Park Service employees feeling most overwhelmed, at 36%.
- Only 68% of DOI employees feel prepared for potential security threats, compared to 77% of all federal employees, with National Park Service employees feeling least secure, at 57%.
- Only 53% of Interior employees feel managers communicate the goals and priorities of the organization, compared to 60% of all federal employees. The Office of the Solicitor had the lowest Interior score, at 30%.
- Only 52% of Interior employees agree that managers review and evaluate the organization's progress toward meeting its goals and objectives, compared to 60% of all federal employees. The Office of the Solicitor again trails the department, with 35% answering affirmatively.

Interior has particular strengths and opportunities for improvement. The following tables depict the questions from the 2016 Federal Employee Viewpoint Survey to which Interior employees responded most positively, and least positively.

U.S. Department of the Interior  
AGENCY REFORM PLAN

### Top 10 FEVS Questions (FY 2016) - Most Positive Responses by Percentage

Question	Percent positive
When needed I am willing to put in the extra effort to get a job done.	96.06%
I am constantly looking for ways to do my job better.	91.10%
How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)	90.80%
The work I do is important,	90.00%
I like the kind of work I do.	86.10%
How would you rate the overall quality of work done by your work units?	82.50%
I know how my work relates to the agency's goals and priorities.	81.60%
My supervisor supports my need to balance work and other life issues.	81.60%
I am held accountable for achieving results.	80.90%
My supervisor treats me with respect.	80.30%

These survey question results demonstrate what Interior already knows--that Interior is the government agency where employees are passionate about their work and the mission of Interior. Interior's employees are willing to go the extra mile, value their work, want to do their jobs better, and enjoy what they are doing. These are strengths motivating high performance for the American people, which Interior will continue to cultivate and reinforce.

### Top 10 FEVS Questions (FY 2016) - Least Positive Responses by Percentage

Question	Percent positive
Pay raises depend on how well employees perform their jobs.	50.800%
I have sufficient resources (for example, people, materials, budget) to get my job done.	57.200%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	58.000%
In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	61.500%
In my work unit, differences in performance are recognized in a meaningful way.	63.000%
I believe the results of this survey will be used to make my agency a better place to work.	64.500%

U.S. Department of the Interior  
AGENCY REFORM PLAN

Promotions in my work unit are based on merit.	65.100%
How satisfied are you with your opportunity to get a better job in your organization?	65.300%
My work unit is able to recruit people with the right skills.	65.700%
My workload is reasonable.	65.900%

Based on these results, performance management, supervisory quality, and talent development are areas Interior has identified for improvement.

*Employee Engagement*

Interior ranks 33 out of 37 federal agencies in employee engagement, based on OPM 2016 data. Interior is also currently ranked in 11th place out of 18 large federal agencies in the annual Best Places to Work in the Federal Government report by the Partnership for Public Service and has stalled in this ranking for a number of years. (b)(5)

S (b)(5)  
t (b)(5)  
P (b)(5)

(b)(5)

\*\*\*

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Interior's Internal Reform Proposal

(b)(5)

*Workforce management & career path planning*

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

In the wake of the *Deepwater Horizon* explosion and oil spill in April 2010, then-Secretary of the Interior Salazar ordered the reorganization of the Minerals Management Service to address “real and perceived conflicts between the resource management, safety and environmental oversight and enforcement, and revenue collection responsibilities” (Secretary’s Order 3299, May 19, 2010). On October 1, 2011, the two new bureaus for managing offshore activities were created:

- Bureau of Ocean Energy Management (BOEM), responsible for the sustainable development of OCS conventional and renewable energy and mineral resources, including resource evaluation, planning, and other activities related to leasing and resource management.
- Bureau of Safety and Environmental Enforcement (BSEE), responsible for ensuring comprehensive oversight, safety, and environmental protection in all offshore energy and mineral activities.

The two Bureaus are co-located in Washington D.C., Sterling, VA, Jefferson, LA, Anchorage, AK, and Camarillo, CA. BSEE also has an office in Houston and five district offices in Louisiana and Texas. According to their respective FY 2018 budget justifications, BSEE has 881 FTEs in FY 2017, and BOEM has 570.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The Office of Natural Resources Revenue (ONRR) was created at the same time as BSEE and BOEM, also in response to *Deepwater Horizon*. ONRR was placed in the Office of the Assistant Secretary for Policy, Management and Budget since that office oversees a wide variety of financial matters for the Department.

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

The President's Budget for FY 2018 proposes to eliminate funding for the following major program areas, resulting in a cost savings of at least \$132 Million. (b)(5)

(b)(5)

See *Appendix I*.

*Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation*

The Budget proposes to eliminate funding introduced in 2016 for Grants to Appalachian States for economic development projects in conjunction with coal Abandoned Mine Land (AML) Reclamation. The AML grant pilot program was developed by Congress in response to the 2016 budget mandatory proposal to convert \$1 billion from the unappropriated balance of the AML Fund to funding for states to expedite the cleanup and redevelopment of eligible lands and waters affected by historic coal mining practices and thus promote economic development. Congress appropriated \$90 million in 2016 discretionary funding for these activities in three Appalachian states (KY, WV, and PA). In 2017, Congress added an additional \$15 million to provide a total of \$105 million for Kentucky, West Virginia, Pennsylvania and three additional states. These grants are not central to the Office of Surface Mining Reclamation and Enforcement's (OSMRE) mission and overlap with existing funds to reclaim abandoned coal mines. In addition, OSMRE would have to build capacity and leverage expertise from other agencies to implement this approach.

*Grant funding for the Heritage Partnership Program*

The Budget also proposes to eliminate grant funding for the Heritage Partnership Program, a \$19 million reduction. This program provides financial and technical assistance to congressionally designated National Heritage Areas, which are managed by non-Federal organizations to promote the conservation of natural, historic, scenic, and cultural resources. This program is secondary to the primary mission of the National Park Service and would be better sustained by partners. As noted in a Government Accountability Office report, there is no systematic process for designating Heritage Partnership Areas or determining their effectiveness. A Heritage Foundation report raised concerns that these grants are diverting resources from core National Park Service responsibilities, such as protecting resources and providing services in national parks. These grants to state and local entities are not clearly a Federal responsibility; instead,



U.S. Department of the Interior  
AGENCY REFORM PLAN

National Heritage Area managers should use the national designation to open doors to more sustainable funding opportunities from local and private beneficiaries.

*Discretionary funding for the National Wildlife Refuge Fund*

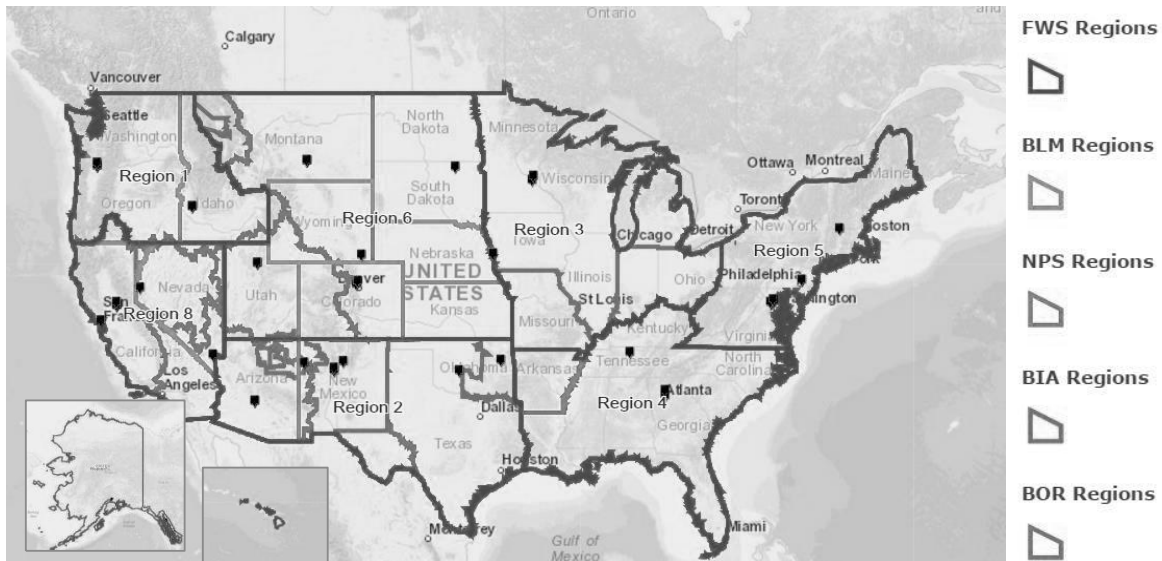
In addition, the Budget proposes to eliminate discretionary funding for the National Wildlife Refuge Fund. The National Wildlife Refuge Fund was intended to compensate communities for lost tax revenue from Federal land acquisitions. However, evidence shows that refuges often generate tax revenue for communities in excess of what was lost by increasing property values and creating tourism opportunities for the American public to connect with nature. In 2013, refuges generated an estimated \$2.4 billion for local economies, supported over 35,000 jobs, and generated over \$340 million in tax revenues at the local, state, and Federal level. A study by North Carolina State University in 2012, found that property values surrounding refuges are higher than equivalent property values elsewhere. In addition, approximately \$8 million per year in mandatory appropriations is provided to communities from the National Wildlife Refuge Fund. Our proposal does not change that mandatory funding.

(b)(5)

(b)(5)

## U.S. Department of the Interior AGENCY REFORM PLAN

### Regions of Interior's Bureaus: FWS, BLM, NPS, BIA and BOR



Currently, each Interior bureau has a regional structure that follows unique geographical boundaries with regional offices in different cities. This inhibits effective communication and makes it difficult for bureaus to have an equally complete understanding of the details of a local issue. This is also the case for USFS, EPA, NMFS and USACE, which each operate under distinct regional structures.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Regional, Field and Local Offices*

(b)(5)

(b)(5)

Currently Interior's bureaus structure their regional offices differently from bureau to bureau, which creates additional layers of bureaucracy, slowing decision-making. To address this challenge,

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*Future Targets*

(b)(5)

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

As workforce reshaping planning continues, a more detailed budget estimate of potential up-front investment costs and long-term budget needs will be available in the future.

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

Information Management and Technology provides modern and secure technology solutions to advance the Interior's ability to deliver programs and services to the public and our customers. Interior has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover. Interior is working collaboratively with our user community to better understand what their needs are in the field.

(b)(5)

(b)(5)

Interior will continue emphasizing shared administrative support services through the utilization of the Interior Business Center (IBC) and the Department's consolidated Financial and Business Management System (FBMS).

(b)(5)

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## The Secretary's Message

### The Next Frontier of Federal Land and Water Management

In the Department of the Interior's Agency Reform Plan, I have proffered a bold government-wide reform that will prepare federal land and water management for the next 100 years. We seek to achieve the President's Vision of reforming the federal government to work better for the American taxpayer, as outlined in the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," and further delineated through OMB Memo M-17-22.



(b)(5)

(b)(5)

(b)(5)

I intend to move the Department of the Interior forward consistent with that plan, based on all of the initiatives I have laid out for the Interior's internal reform. I am committed to boldly preparing federal land and water management for the next 100 years, and to transforming the way we serve the American public.

Secretary Ryan Zinke

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix A: Interior's Agency Reform Plan Elements & Approach

### Analytical Framework

As instructed by OMB in Memo M-17-22, Interior's reform proposals are developed based upon management analysis, to include in-depth reviews and discussions, with the overarching focus on scoping Interior's programs and operations to ensure alignment with Interior's mission. Through observations of existing structures and processes, and supported by public comments, Interior leadership identified areas that could be streamlined through realignment and/or consolidation, or elimination of unnecessary programs. This analytical approach ensures Interior continues to focus on the areas that are most closely tied to Interior's mission, and eliminates and/or realigns programs to ensure Interior continues to leverage its resources effectively and efficiently for the American public.

### Agency Reform: Public Input

Interior received over 6,755 separate comments from the public on reform recommendations. All of the comments were reviewed and sorted into one of the three following categories: 1) General comments, not directly or specifically relevant to DOI – 5,986 comments (89% of total); 2) Generally relevant to DOI – 533 comments (8% of total); 3) Specifically relevant to DOI and potentially applicable – 236 comments (3% of total). Interior's reform proposal incorporates and addresses recommendations from the public, with a focus on enhancing the customer service experience the American public receives from Interior's offices and bureaus.

For additional information on specific public input Interior received, see *Appendix B: Public Input*.

### Performance Goals and Indicators

Interior has included performance goals and milestones in our draft Government Performance and Results Act Strategic Plan, to track and report progress on our reform proposal.

For the specific list of goals and indicators, see Interior's draft Strategic Plan.

### Costs, Budget Impacts and Timeline

Due to the magnitude, and complexity of Interior's reform proposal, the overall budget implications and net budgetary impact are not yet fully identified. The phasing of each proposal component is estimated based upon the information gathered to date, but may change as Interior advances the planning process.

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

*FY 2019 Budget Request*

(b)(5)

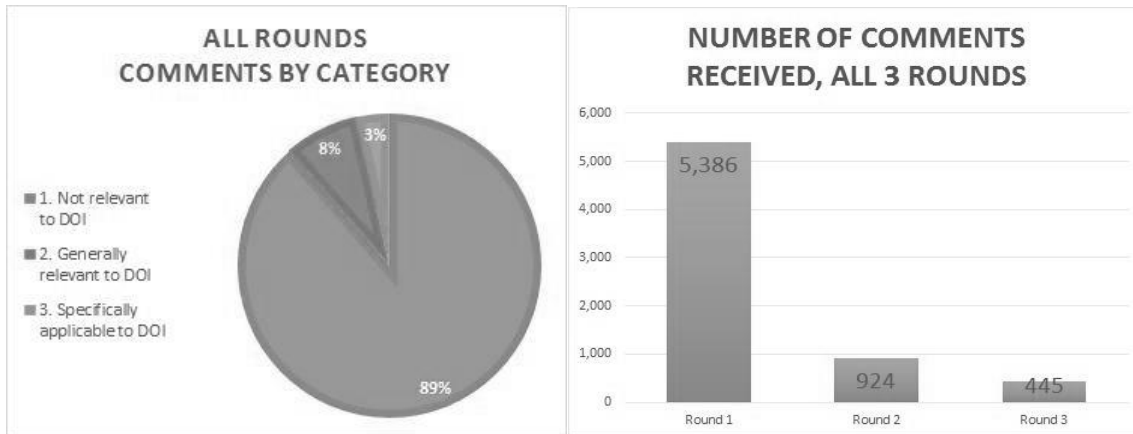
*Implementation timeline*

As Interior continues to build out the implementation plans for the agency reform initiatives, a clearer picture will emerge of the detailed timeline, to include investment costs and potential long-term savings and citizen service improvements.

	FY 2018				FY 2019				FY 2020			
Initiatives	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Realign OST & Land Buy Back program												
2. Consolidate BOEM & BSEE												
3. Realign ONRR												
4. Realign OIA and Office of Native Hawaiian Relations												
5. Realign Indian Arts and Crafts Board												
6. Eliminate Funding for Unnecessary Programs												
7. Eliminate Reports												
8. Propose restructure of DOI regions												
9. Move BLM, BOR and FWS bureau HQs West												
10. Management of FTEs in D.C. & D												
11. Transfer BIE to Department												
12. Consolidate and co-locate offices												
13. Implement shared-leadership model												
14. Emphasize shared administrative support services												

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix B: Public Input



**Figures 1 (left) and 2 (right). Breakdown of all comments by category, and total number of comments for each round.**

In FY 2017, OMB solicited input from the public on recommendations for federal agency reforms. OMB collected the comments from the public via a form on the White House website from April through June 2017, and provided the comments in three rounds to Interior. Interior received the most comments from the public in the first round.

Comments specifically relevant to DOI and potentially applicable

About 3% of comments were categorized as specific to DOI and potentially applicable to agency management responsibilities. These comments directly mentioned a DOI bureau, program, policy or management activity and made recommendations that were potentially applicable for leadership consideration.

Major themes were:

- **Transferring public land to states and local governments.** Some of these comments suggested that the federal government owns too much land in the West or in general.
- **Consolidating, merging or reorganizing federal land agencies and natural resource agencies.** Some comments suggested this would reduce redundancy. The Bureau of Land Management and US Forest Service were frequently suggested for consolidation.
- **Privatizing elements of DOI agencies.** Some comments favored privatization of federal programs or resources, including elements of the National Park Service.
- **Targeted funding increases or decreases.** Many comments identified specific DOI programs and activities for funding increases or cuts. Requests to increase or maintain funding for the National Park Service was especially common.
- **Indian Affairs management issues.** Recommendations were made to give all Indian Affairs program funding directly to Tribes or serve Indians through other programs.

U.S. Department of the Interior  
AGENCY REFORM PLAN

- **DOI law enforcement management activities.** Several comments called for disarming DOI law enforcement.
- **Partnerships.** Some comments encouraged the use of partnerships between the federal government/DOI and non-federal partners.
- **Management of BLM's Wild Horse and Burro program.** Many comments called for the protection of wild horses and burros and called for changes to the existing Wild Horse and Burro program. Suggested changes included ending roundups, eliminating funding, managing animals on-range and maintaining limits on sales.

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix C: Stakeholder Impact Matrix

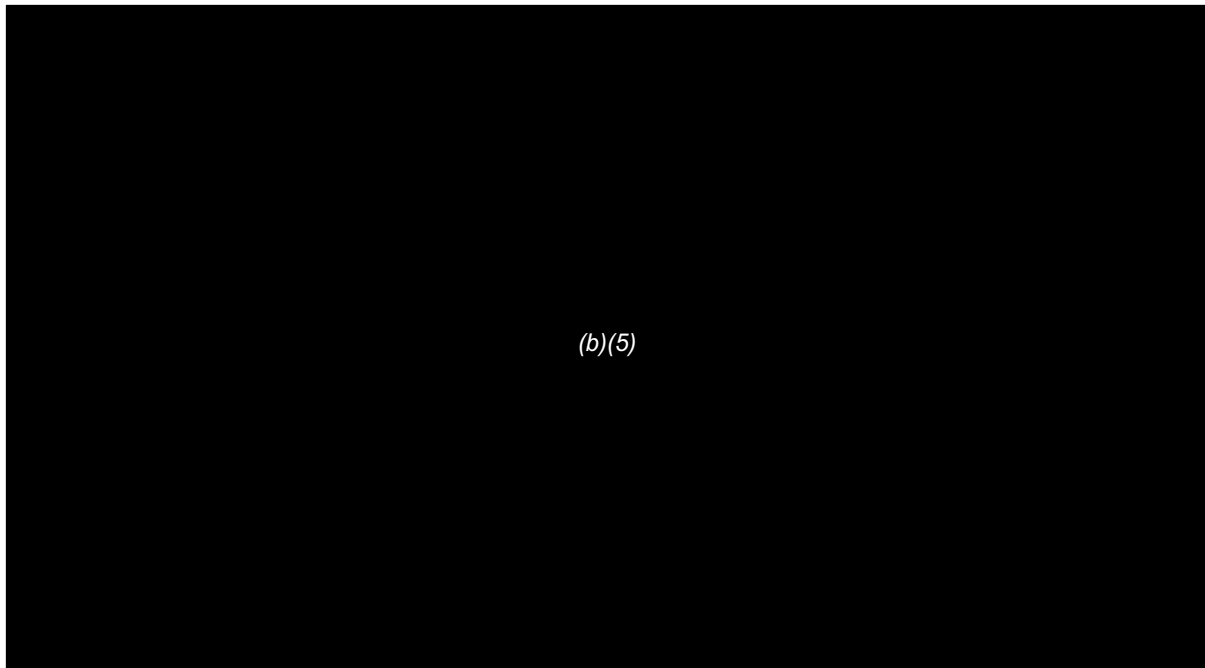
### Stakeholder impact analysis

Interior analyzed the level of impact many of Interior's reform initiatives will have on Interior's stakeholders. This list of reform initiatives is not exhaustive, but highlights many of the key proposals.

#### *Key findings*

Based on the analysis, Interior anticipates the most impacts of Interior's reform will be on DOI employees and customers, with some impacts on the states, industry, Congress, the public and OMB.

### Stakeholder Impact Matrix



(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix E: Long-Term Workforce Plan

### Background

(b)(5)

### Future Workforce Vision

(b)(5)

### Workforce Strategies

(b)(5)

#### ***Hiring Controls***

On April 14, 2017, the Department established hiring controls and procedures to enable limited hiring, prioritizing filling field positions, and limiting hires in the Washington, DC and Denver, CO areas. As of September 1, 2017 the Department has reviewed over 1,900 hiring waiver requests submitted by the bureaus and offices. Approximately 60% of the requests have been approved by the Deputy Secretary. The requests that have not been approved are being discussed to determine if the positions are essential to Interior's Mission and priorities.

#### ***Voluntary Early Retirement Authority (VERA) / Voluntary Separation Incentive Payments (VSIP)***

The Department initiated an agency-wide restructuring action through the use of Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay (VERA/VSIP). As a result, the Department has submitted to the U.S. Office of Personnel Management and the Office of Management and Budget 11 VERA requests and 28 VSIP requests covering a total of 7,698 positions at a total cost of \$57 million dollars.

U.S. Department of the Interior  
AGENCY REFORM PLAN

*Other Options*

- Attrition
- Reassignments
- Performance Management including automation of performance assessments
- Performance-Based Actions
- Adverse Actions
- Telework Agreements
- Recruitment, Relocation, and Retention Incentives
- Phased Retirement
- Administrative Furlough
- Reduction in Force (RIF)

Major Workforce Actions

The Agency Reform Plan includes 14 internal reform proposals. The estimated impact to the Interior workforce for each proposal is still being determined. It is possible that not all of these reform proposals will have an impact on the workforce. However all 14 proposed actions are included in the table below.

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

#### Considerations

There are potential barriers to accomplishing the Department's vision. We have identified specific actions needed to eliminate those barriers.

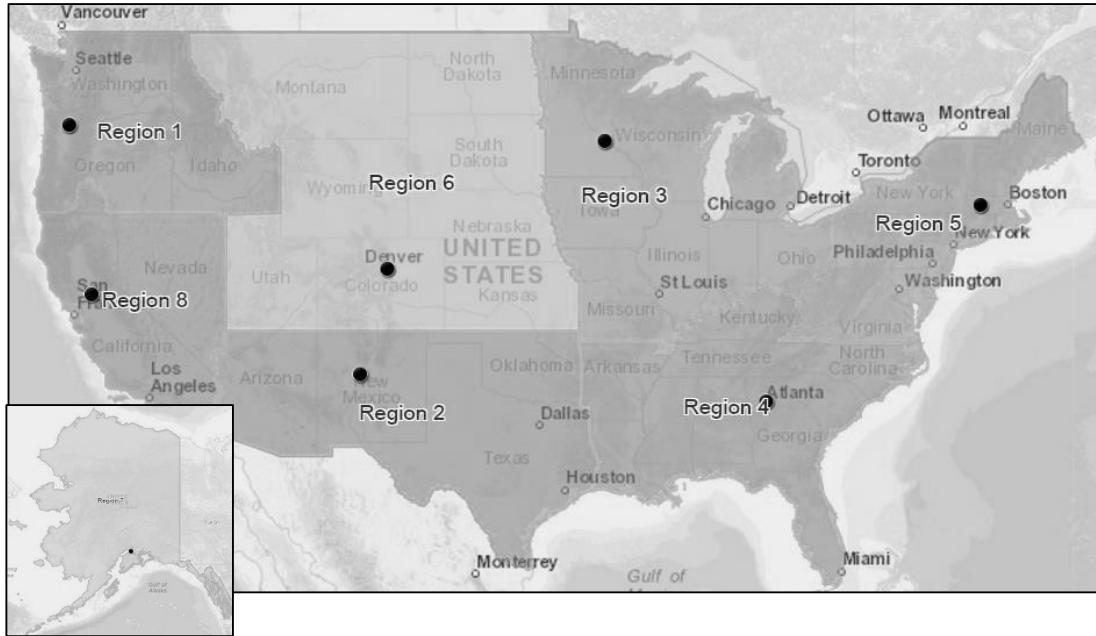
#### VERA/VSIP Authority

The Department seeks VSIP/VERA approval authority so that it can enhance efficiencies and effectiveness on an agency-wide scale. In order to provide maximum flexibility to our bureaus and Departmental offices, it has been determined VSIP/VERA is one of the best options to achieve organizational restructuring and reshaping as a management tool which provides personnel flexibilities.

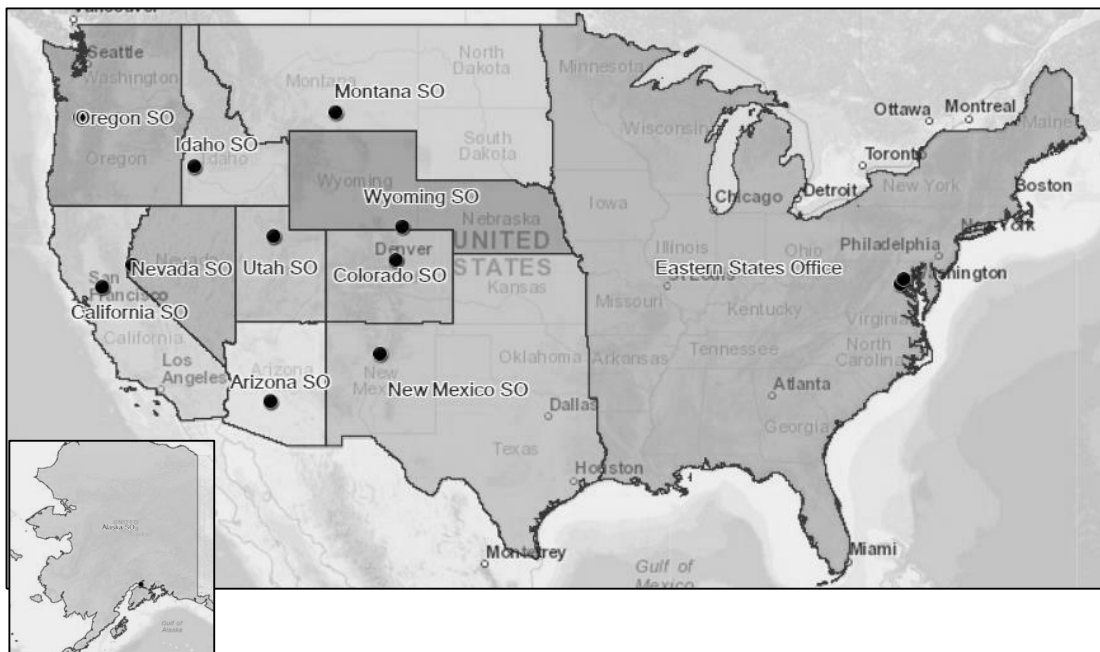
U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix F: Interior's Regions

### U.S. Fish and Wildlife Service (FWS)

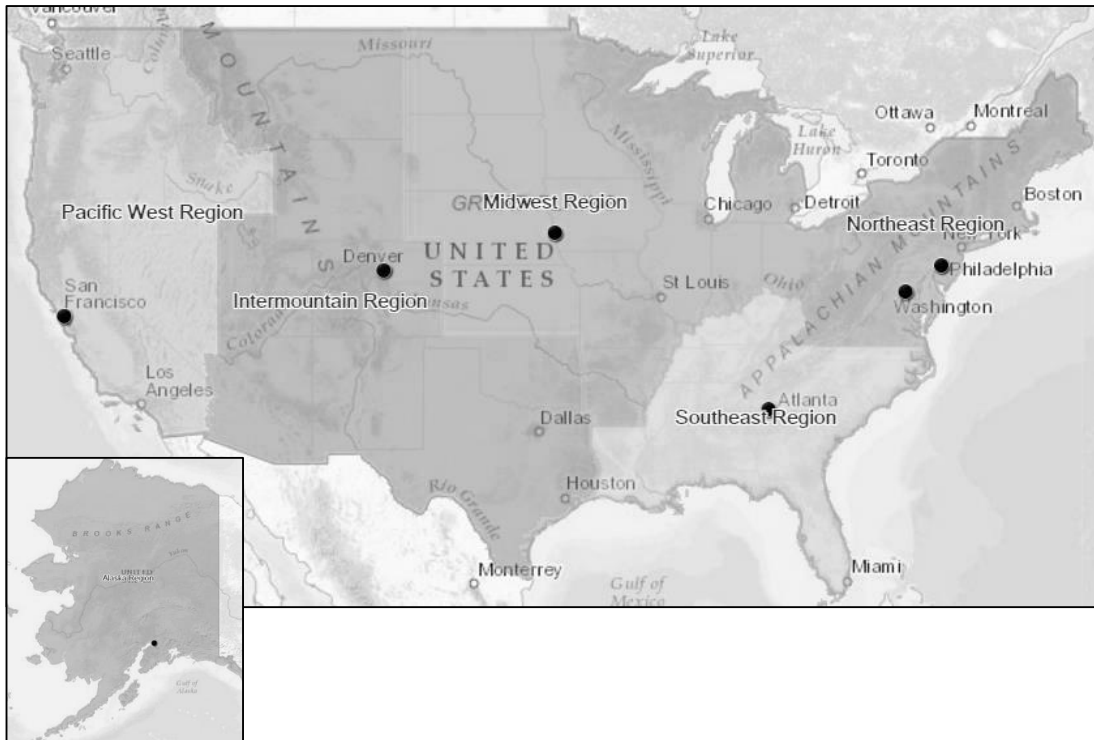


### Bureau of Land Management (BLM)

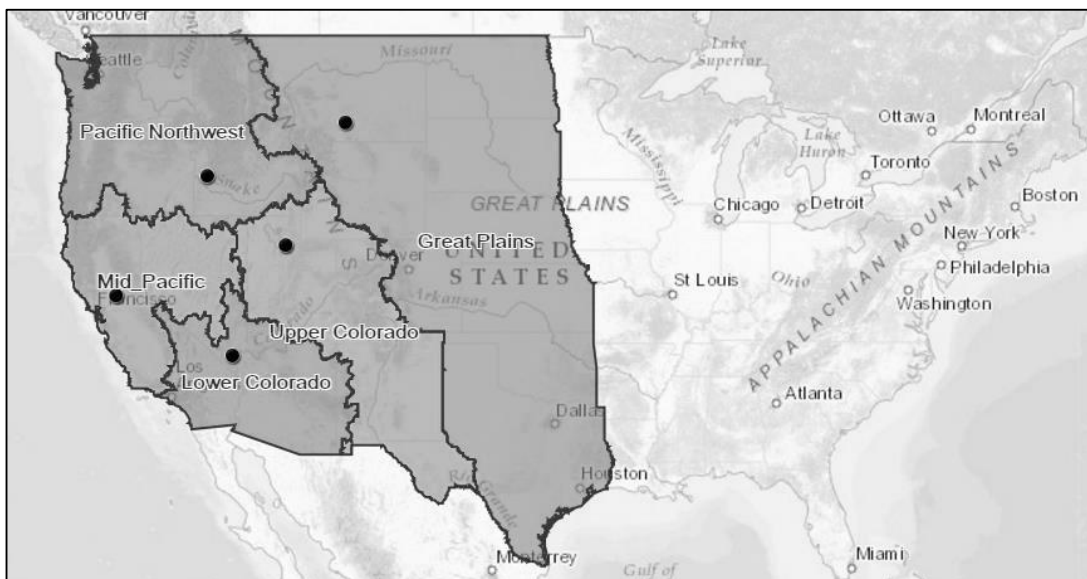


# U.S. Department of the Interior AGENCY REFORM PLAN

## National Park Service (NPS)

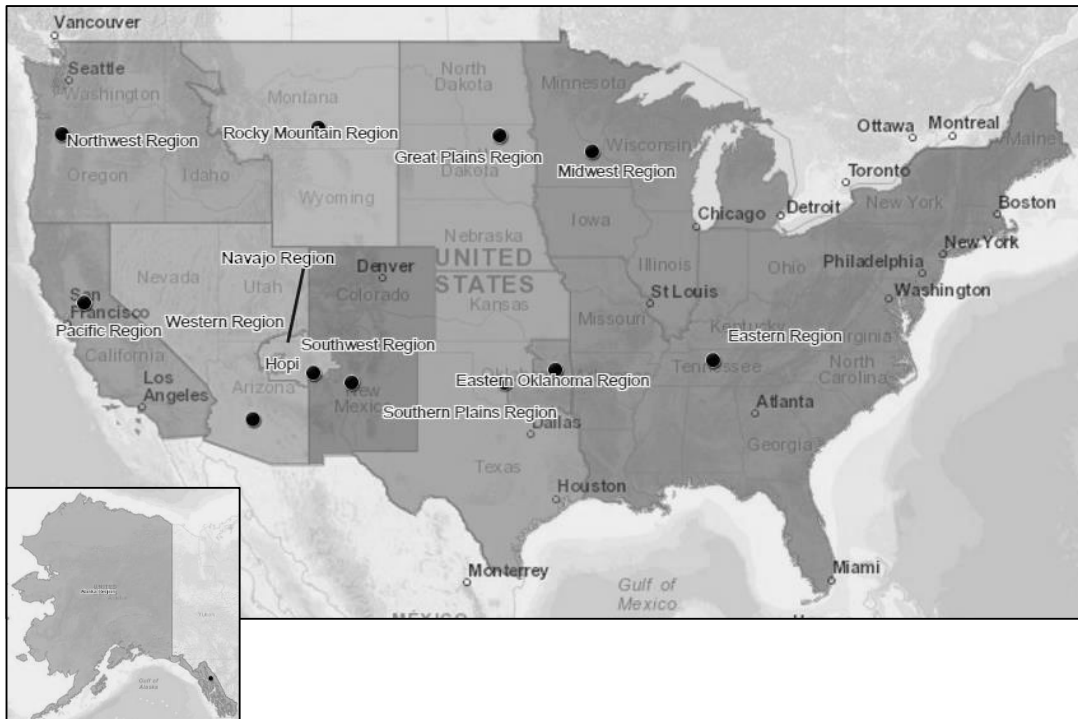


## Bureau of Reclamation (BOR)



U.S. Department of the Interior  
AGENCY REFORM PLAN

**Bureau of Indian Affairs (BIA)**

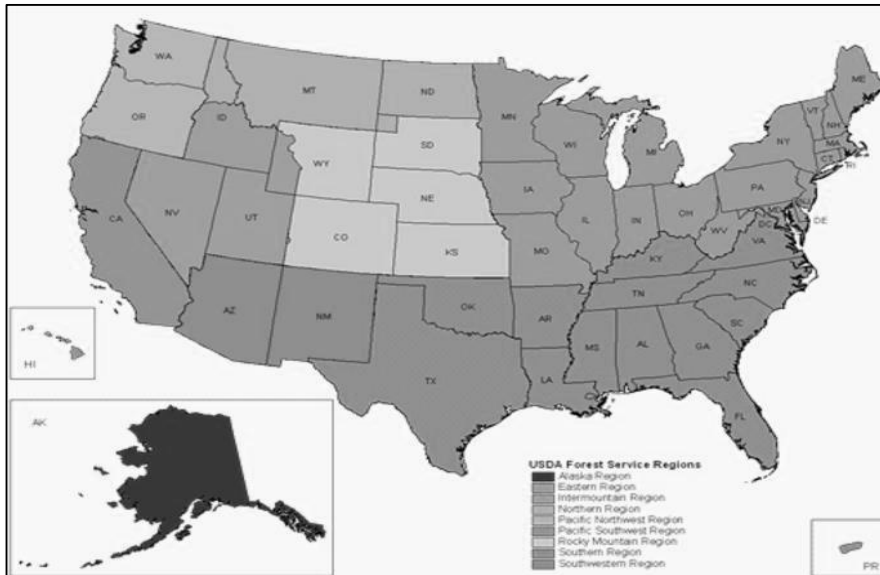




U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix G: USFS, NMFS, USACE, EPA Regions

### U.S. Department of Agriculture (USDA)

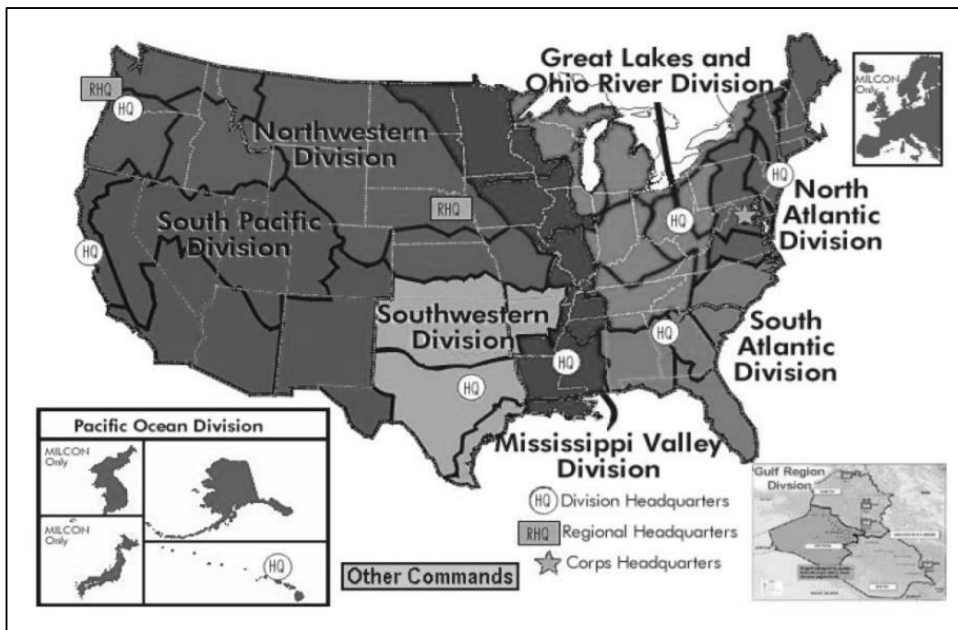


### National Marine Fisheries Service (NMFS)

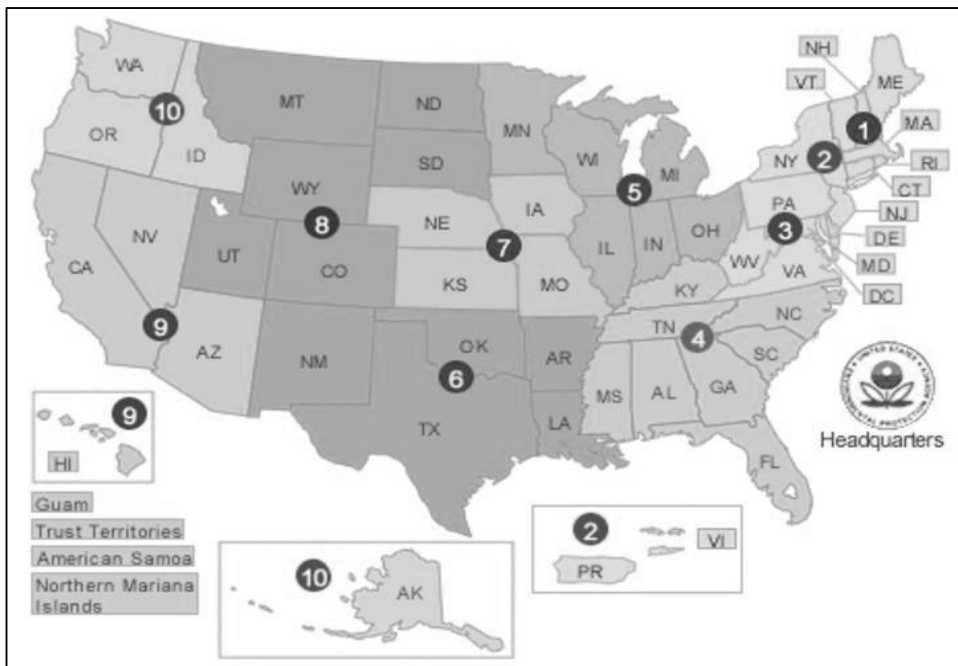


U.S. Department of the Interior  
AGENCY REFORM PLAN

U.S. Army Corps of Engineers (USACE)



Environmental Protection Agency (EPA)



U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix H: Leasing Rates Table

### Initial Research of Leasing Rates

Interior has coordinated with GSA in completing initial research and analysis of leasing rates in existing and potential city locations. For this particular study, Interior gathered data for the metro DC area, Denver area, Carson City, NV, Boulder City, NV and Boise, ID. (b)(5)

(b)(5)

Leasing Rates - Current			
Washington, D.C., Denver, Carson City, Boulder City & Boise			
Potential data for initial budgeting projections			
Area	Location	Price per Sq. Ft.	Notes
Metro DC	Main Interior Building	\$56/sf	Based on 1,000,000 sqf/historic
	Within ½ mile of MIB	\$50-60/sf	
	Arlington	\$40-\$50/sf	Based on buildings along Metro line
	Herndon/Reston	\$25-\$35/sf	
Denver Area	Denver Federal Center	\$22-\$24/sf	Space less than 10,000 sqf
	Lakewood	\$19-\$27/sf	Space between 10,000-15,000 sqf
	Denver Central Business District	\$20-\$30/sf	Courthouses; space up to 90,000 sqf
	Denver Tech Center	\$20-\$27/sf	In Englewood - 20 mi from downtown; space up to 55,000 sqf.
Carson City, NV	705 N. Plaza Federal Building (0 sqf vacant)	\$10-\$15/sf	GSA only found two other properties with 25,000 sf + vacant (nothing larger than 36,000 sf), a retail center and old church, which are not viable options to accommodate the size.
Boulder City, NV		\$10-\$17/sf	GSA does not have any property in their inventory and found no buildings with more than 10,000 sf vacant. Only two with any vacant space under 10k, both retail/office (not even options).
Boise, ID	James A McClure Federal Building and Courthouse - 5,796 sf vacant (GSA inventory)	\$20-\$25/sf	There are four properties that have vacancy that could meet 60k to 72k sf (400 ppl x 150sf/180sf).

U.S. Department of the Interior  
AGENCY REFORM PLAN

## Appendix I: Additional programs recommended for elimination of funding

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

U.S. Department of the Interior  
AGENCY REFORM PLAN

(b)(5)

**To:** Cabinet Affairs[REDACTED] (b)(6) [REDACTED].gov]; McGinley, William J.  
EOP/WHO[REDACTED] (b)(6) [REDACTED].gov]; Staff Secretary[REDACTED] (b)(6) [REDACTED].gov]  
**Cc:** Scott Hommel[scott\_hommel@ios.doi.gov]  
**From:** elinor\_renner@ios.doi.gov  
**Sent:** 2017-09-05T17:27:37-04:00  
**Importance:** Normal  
**Subject:** DOI 30-Day Policy Look Ahead for 9/5  
**Received:** 2017-09-05T17:28:58-04:00  
[DOI Cabinet 30 Day Report 9-5-17.docx](#)

Please see attached.

MEMORANDUM FOR THE WHITE HOUSE STAFF SECRETARY AND CABINET SECRETARY  
September 5, 2017

FROM: Scott Hommel, Chief of Staff, U.S. Department of the Interior

SUBJECT: Interior Department Weekly Update for the Week of September 5, 2017

**DOI 30-Day Policy Look Ahead**

**Presidential Initiatives and Awareness**

1. **MONUMENT REVIEW:** We prepared the report to comply with Executive Order 13792 of April 26, 2017, calling for a review of National Monuments. The Secretary visited 5 states and met with countless stakeholders to conduct the review. The report gives general recommendations. Specific recommendations will be submitted separately as draft proposals for the President's consideration. The Secretary has briefed White House staff on preliminary recommendations and advised the White House Chief of Staff on the Department's rollout plan.  
**Timing:** Ongoing  
**Contact:** Downey Magallanes, Acting Deputy Chief of Staff
2. **NATIONAL PARK AND WILDLIFE REFUGES FUNDING INITIATIVE:** August 25<sup>th</sup> was the 101<sup>st</sup> birthday of the National Park Service. The Secretary has submitted a funding initiative to OMB to create a maintenance account to address the \$11.5 billion in backlog maintenance. Addressing the backlog is critical to the park experience of over 300 million people every year. Secretary Zinke announced his commitment to the parks recently and has requested POTUS involvement in the weeks after the event to announce a funding/restore our parks initiative.  
**Timing:** Ongoing  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
3. **HURRICANE HARVEY RESPONSE:** The Bureau of Reclamation continues to monitor Choke Canyon Dam and Reservoir (Nueces River Project, TX) and drainage basin; based on current forecast and conditions, the Choke Canyon Dam Emergency Action Plan (EAP) has not been activated. USGS activities for the hurricane response include: Nineteen personnel, thirteen of them collecting high water marks along the coastal areas, providing team coordination and data entry support, and four are planning for the expanding field work. Four sections of high water marks have been flagged and 1 section of high water marks has been surveyed. Eighteen personnel from the Texas Water Science Center are in the field making discharge measurements, taking water quality samples and performing gage repairs.  
**Timing:** Ongoing  
**Contact:** Scott Hommel, Chief of Staff
4. **HURRICANE IRMA EXPECTED TO IMPACT DOI ASSETS:** As of Monday morning, Hurricane Irma is a Category 5 (major) storm heading for the US Virgin Islands, Puerto Rico, and Florida. DOI Leadership is in contact with all of the front-line leaders currently in the path of



the storm. Evacuation/park closures are already underway. Virgin Islands has closed one of four sites, San Juan NHS in Puerto Rico is already closed.

**Timing:** September 7-11, 2017

**Contact:** Scott Hommel, Chief of Staff

5. **VENTING AND FLARING RULE:** BLM will publish a proposed rule to suspend or delay requirements from the “Waste Prevention, Production Subject to Royalties and Resources Conservation” (Venting and Flaring) for 18 months until July 17, 2018. BLM is currently reviewing the final rule and wants to avoid imposing temporary or permanent compliance costs on operators for requirements that may be rescinded or significantly revised in the near future. The rule was sent to OMB on August 15, 2017.

**Timing:** Early September 2017

**Contact:** Vincent DeVito, Counselor to the Secretary for Energy Policy

6. **CRITICAL MINERALS REPORT:** USGS will release a new report presenting resource and geologic information for 23 critical mineral commodities important to our national economy and national security, many of which are sourced entirely outside of the United States. This is the first update since the last assessment undertaken in 1973. The Department has proposed to the White House consideration of a draft Executive Order directing Interior to help coordinate the appropriate agencies to undertake a government-wide approach to facilitate the domestic mining and processing of critical minerals. The EO has been submitted to the Staff Secretary and the Department is holding the release of the study to be issued in conjunction with the EO.

**Timing:** Early September 2017

**Contact:** Jim Cason, Associate Deputy Secretary

### **Reports to Congress and Congressional Testimony**

1. **DOI RECEIVED TWO PERTINENT MINORITY OVERSIGHT REQUESTS:** The Department received two requests from Minority members. One is from the House, the other from the Senate. The House letter from five Maryland Democrats requests the Secretary to remove the statue of Gen. Lee from Antietam National Battlefield. The Secretary recently visited Antietam to announce NPS Battlefield grants where he made comments specific to the statue. Three Democrat Senators (Carper, Heitkamp, and Udall) sent an oversight letter to Secretary Zinke requesting information on the Secretary’s decision to reassign SES staffers, how it aligns with Congressional intent, and whether or not tribes were consulted.

**Timing:** August 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

2. **SENIOR FWS OFFICIAL TO TESTIFY BEFORE THE SENATE HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS COMMITTEE:** Gary Frazer (Assistant Director for Ecological Services, U.S. Fish and Wildlife Service) will testify before the Permanent Subcommittee on Investigations regarding implementation of FAST-41. This provision was part of the FAST Act, which passed December 2015. The intent of the legislation is to coordinate the review process for infrastructure projects between all of the involved government agencies. This hearing is intended to highlight the reform and remind the

Administration that this review process already exists as we seek to expedite/streamline the environmental review process. This hearing was previously scheduled for July 26, 2017, but was postponed and has now rescheduled.

**Timing:** September 7, 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

3. **UPCOMING SCIA HEARING:** The Senate Committee on Indian Affairs is set to host a hearing to discuss progress made in implementing recommendations related to Indian Programs as identified in the 2017 GAO High Risk List Report. This is a follow up from the May 2017 hearing on the same subject. The Department will discuss completed and pending recommendations regarding improvements to the Indian Energy Development and the Bureau of Indian Education. Witness(es) for the hearing remain pending.

**Timing:** September 13, 2017

**Contact:** Amanda Kaster, Policy Adviser, Congressional Affairs

4. **FIVE YEAR HILL PLAN:** BOEM OCA, in coordination with Kate Juelis, has scheduled a Hill staff briefing titled *Development of the Five Year Offshore Oil and Gas Leading Program* for September 18<sup>th</sup>. Topics will include the steps required for program development and the related NEPA analysis. BOEM presenters will represent our Office of Strategic Resources and our Office of Environmental Programs. Invitees will include Member staff for our authorizing and appropriations committees as well as Member staff for those coastal states/districts without membership on the committees. Slide presentations are being reviewed by BOEM leadership. The invitation memo is being drafted for BOEM and OCL review. Per OCL, briefing may be rescheduled.

**Timing:** September 18, 2018

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

5. **UPCOMING SENR HEARING:** The Senate Energy and Natural Resources Subcommittee on National Parks will hold a hearing on Encouraging the Next Generation to Visit National Parks. The hearing has been officially noticed, and Lena McDowall, Deputy Director for Management and Administration, will be testifying. Committee is still debating whether or not to invite a Department witness.

**Timing:** September 27, 2017

**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

6. **HILL NOTIFICATIONS FOR UPCOMING REPROGRAMMING REQUEST:** Pending OMB approval, the Department intends to notify the relevant authorizing and appropriating Committees (Senate Energy and Natural Resources, House Natural Resources, Senate Interior Appropriations Subcommittee, House Interior Appropriations Subcommittee) about the reorganization and realignment of the Office of the Special Trustee for American Indians (OST). DOI's Program Management and Budget office and OMB are currently coordinating to secure approval. Notification to the Hill will entail formal letters and briefings for Committee staff, which OCL will coordinate.

**Timing:** September 2017

**Contact:** Amanda Kaster, Policy Adviser, Congressional Affairs

7. **DOI NOMINEES IN PROGRESS:** Brenda Burman (BOR), Susan Combs (A/S PMB) and Doug Domenech (A/S Insular Areas) were passed out of committee August 3, 2017. Joe Balash (Assistant Secretary, Land & Minerals) was officially nominated and is set to appear before the Committee for his nomination hearing on September 7, 2017. Ryan Nelson (Solicitor) was officially nominated Wednesday August, 2nd. His committee paperwork has been submitted and Committee is including him in the hearing on the 7<sup>th</sup> with Mr. Balash.

### **Other/Awareness Only**

1. **HUNTING AND FISHING AWARENESS:** On September 5<sup>th</sup>, FWS will release preliminary results of the 2016 National Survey of Fishing, Hunting and Wildlife-Associated Recreation. The survey, conducted every five years since 1955 in partnership with state wildlife agencies and the Census Bureau, surveyed more than 7,000 households nationwide on participation related to hunting, angling, wildlife watching and other wildlife-associated recreational pursuits. A final, more detailed national report will be issued in January 2018. The report found that while most recreation activities are up, hunting is down.  
**Timing:** September 5, 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
2. **DANEROS URANIUM MINE DECISION:** BLM-UT's Monticello Field Office intends to issue a decision approving a modification to the plan of operations for the Daneros Uranium Mine in San Juan County. The proposed modification could increase ore production from 100,000 tons over seven years, to 500,000 tons over 20 years, and could generate up to 40 jobs. The mine is located just outside the current boundary of the Bears Ears National Monument and may be controversial with several conservation groups based on location and groundwater concerns near the processing facility, White Mesa Mill.  
**Timing:** August 28 – End of August  
**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals
3. **COORDINATED LONG-TERM OPERATION OF THE CENTRAL VALLEY PROJECT (CVP) AND THE CALIFORNIA STATE WATER PROJECT (SWP):** Reclamation will announce a Notice of Intent (NOI) and Public Meetings for Reinitiation of Consultation under the ESA of the Coordinated Long-Term Operation of the Central Valley Project and the California State Water Project, based on new information regarding multiple years of drought and low populations of listed species. It is anticipated this joint NEPA and Endangered Species Act process will take three to five years to complete. This will dictate the operations of the CVP and SWP. In mid-September, pending Department approval, Reclamation will announce through a Federal Register publication the NOI and Public Meetings to be held in October.  
**Timing:** Mid-September 2017  
**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science
4. **DOI POSTPONES ADVISORY BOARD MEETINGS:** The Department is continuing to review the charter and charge of the more than 200 boards, committees, and advisory panels to ensure they are structured to receive maximum public input and comply with the Federal

Advisory Committee Act. The Department spends more than \$10 million to facilitate these boards and many are not meeting their charter obligations, are not meeting regularly, and have little turnover or numerous unfilled positions. Meetings have been postponed until September 2017 following the Department's review unless justified on a case-by-case basis.

**Timing:** September 1, 2017

**Contact:** Lori Mashburn, White House Liaison

5. **CNN ANTIETAM NATIONAL BATTLEFIELD STORY:** CNN will be at Antietam National Battlefield to film a features story about the battle, the upcoming 150th anniversary of Antietam National Cemetery on September 17<sup>th</sup>, and projects that will be completed using President Trump's first quarter salary with additional funds from the National Park Foundation, Civil War Trust, and Save Historic Antietam Foundation.

**Timing:** September 17, 2017

**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks

6. **ONSHORE OIL AND GAS PERMITTING ON FEDERAL LAND:** Throughout September, the Bureau of Land Management will hold online oil and gas lease sales.

- Colorado. On September 7<sup>th</sup>, BLM-CO will hold an online oil and gas lease sale for 10 parcels totaling 1,227 acres in Cheyenne, Baca, Kiowa, Yuma, Morgan, and Weld Counties, CO.
- New Mexico. On September 7<sup>th</sup>, BLM-NM will hold an online oil and gas lease sale for 62 parcels totaling 15,731 acres in Eddy, Chaves, Quay, Curry, Roosevelt, and Lea Counties, NM.
- Nevada. On September 12<sup>th</sup>, BLM-NV will hold an online oil and gas lease sale for three parcels totaling 3,680 acres in Nye County, NV.
- Utah. On September 12<sup>th</sup>, BLM-UT will hold an online oil and gas lease sale for 15 parcels totaling 4,438 acres in Juab County, UT.

**Timing:** Throughout September

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

7. **JOHN HENRY MINING PLAN:** On September 14, OSMRE plans to publish a Notice of Availability (NOA) in a local newspaper for the John Henry Mine Mining Plan Modification draft Environmental Assessment (EA) and unsigned Finding of No Significant Impact (FONSI). Pacific Coast Coal Company's John Henry Mine is a surface mine located in King County, WA that has been inactive since 1999.

**Timing:** September 14, 2017

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

8. **ROSEBUD MINE ADDITION:** In mid-September, OSMRE anticipates publishing an NOA of a Draft Environmental Impact Statement (DEIS) for Western Energy Company's Rosebud Mine proposed Permit Area F. The proposed permit area, which is located near Colstrip, MT, would add 6,746 acres to the 25,576-acre surface coal mine. The mine currently employs 400 people and produces 12.3 million tons per year.

**Timing:** Mid-September 2017

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

9. **SECRETARY ZINKE HAS BEEN INVITED BY SENATOR CASSIDY TO VISIT LOUISIANA AND THE GULF STATES:** Official invite was received July 28, 2017, from Senator Cassidy's staff for the Secretary to tour the Gulf States and personally see the offshore oil industry, restoring the coast and the benefits of GOMESA. This is in reaction to the FY18 Budget proposal to eliminate state revenue sharing for the Gulf States. Secretary Zinke had two exchanges on this topic during his House and Senate budget hearings with Sen. Cassidy and Rep. Graves. In addition, he hosted members of the Louisiana and Texas delegations to discuss GOMESA and they reiterated the issue and reaffirmed their invite to the Secretary.  
**Timing:** Possibly November  
**Contact:** Micah Chambers, Deputy Director, Congressional Affairs

### **Other Significant Rulemakings and Actions**

1. **IMPORTS OF AFRICAN ELEPHANT TROPHIES FROM ZIMBABWE:** The Fish and Wildlife Service (FWS) plans to publish in the Federal Register a change to the permitting status for imports of African elephant trophies from Zimbabwe. After receiving information from Zimbabwe on a number of substantial improvements to their management program and elephant conservation efforts, FWS has determined that taking of African elephant trophy animals in Zimbabwe on or after January 21, 2016 (the date that Zimbabwe's new management plan was officially adopted) through 2017 would enhance the survival of African elephants, and import permits can be issued for these trophies.  
**Timing:** September 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
2. **MINUTE 323 – U.S./MEXICO COOPERATION ON THE COLORADO RIVER:** The Colorado River is shared among seven states in the U.S., and is also shared between the U.S. and Mexico. The Colorado is experiencing an extended period of historic drought since 2000 and a Drought Contingency Plan is being developed amongst states. Negotiations have been underway for a 9-year agreement with Mexico to provide operation certainty regarding deliveries to Mexico, referred to as "Minute 323," to include reductions and water savings at specific Lake Mead elevations, investment to conserve Colorado River water supplies, and enhancement of environmental and riparian resources. The U.S. State Department is proceeding with their clearance process so that DOI can proceed with review and clearance of the domestic agreements, to finalize and adopt the domestic agreements that are necessary to implement Minute 323 by the end of September 2017.  
**Timing:** September 2017  
**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science
3. **NAVAJO GENERATING STATION:** On July 2<sup>nd</sup>, the Navajo government approved a two-year lease extension for continuing operation of the Navajo Generating Station through 2019. The Department's Bureau of Reclamation is a part owner of the power generated by the plant and thus the Administration has a role in the ultimate decision associated with the plant. Interior is helping to identify a possible future owner to keep the plant generating power indefinitely, since the current owners will exit the plant at the end of 2019. On July 19<sup>th</sup>, Navajo representatives met with the Bureau of Reclamation and requested another stakeholder meeting.

A multiple stakeholder meeting is being discussed for September. On July 28<sup>th</sup>, Peabody Energy and Lazard (investment banking) met with representatives from DOI to discuss potential of investors. Initial discussions sound positive and Lazard hopes to have initial bid proposals by mid-September. Meetings have been scheduled for September 6<sup>th</sup> in DC and a follow up meeting September 21<sup>st</sup> in Flagstaff, AZ.

**Timing:** September 2017

**Contact:** Dr. Andrea Travnicek, Acting Assistant Secretary for Water and Science

4. **CAPE WIND PROJECT RECORD OF DECISION:** On September 15<sup>th</sup>, BOEM plans to publish the Record of Decision for the Final Supplemental EIS for the Cape Wind Project, which will supplement the 2009 Final EIS and is being prepared pursuant to a remand order from the D.C. Circuit Court.

**Timing:** September 15, 2017

**Contact:** Kate MacGregor, Acting Assistant Secretary for Land and Minerals

### **Release of High-Profile Grants**

1. **URBAN PARTNERSHIP GRANTS:** National Fish and Wildlife Foundation (NFWF) in cooperation with US Fish & Wildlife, will award over \$2 million in grants under their Five Star and Urban Waters Restoration Program. The grants fund multiple federal initiatives, including new and existing Urban Wildlife Refuge Partnerships and Urban Bird Treaty cities. NFWF will make its initial announcement and FWS will follow the next day.  
**Timing:** September 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
2. **CENTENNIAL CHALLENGE PROJECTS:** The NPS will announce the award of \$18 million in Centennial Challenge projects. Many of the projects accomplish deferred maintenance projects, and all represent public-private partnerships, since each project requires a minimum 50/50 match with non-Federal funds.  
**Timing:** September 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
3. **LAND AND WATER CONSERVATION FUND (LWCF):** The State Assistance Apportionment Certificate, which allocates \$94,309,439 to the States, Territories and the District of Columbia for the acquisition and development of “close to home” park and outdoor recreational opportunities, will be announced. This is an annual event traditionally announced by the Secretary of the Interior. The final report will show detailed funding for projects identified by the states and supported by local communities. All US States and Territories received funds from LWCF in 2016  
**Timing:** Week of September 11<sup>th</sup>, 2017  
**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks
4. **NORTH AMERICAN WETLANDS CONSERVATION ACT (NAWCA) GRANTS:** National Fish and Wildlife Foundation (NFWF) in cooperation with US Fish & Wildlife, will

award over \$2 million in grants under their Five Star and Urban Waters Restoration Program. The grants fund multiple federal initiatives, including new and existing Urban Wildlife Refuge Partnerships and Urban Bird Treaty cities. NFWF will make its initial announcement and FWS will follow the next day.

**Timing:** September 6, 2017

**Contact:** Todd Willens, Acting Assistant Secretary for Fish, Wildlife, and Parks

### **Key Events for Upcoming 30-Days**

#### **Travel by Secretary**

September 9-10	<b>Secretary Zinke</b> will travel to Maryland to attend the Cabinet Meeting at Camp David.
September 10	<b>Secretary Zinke</b> will travel to Pennsylvania to visit the Flight 93 National Memorial.
September 11-13	<b>Secretary Zinke</b> will travel to New York to attend Ground Zero ceremony and visit the Statue of Liberty.
September 20-21	<b>Secretary Zinke</b> will travel to Missouri to attend the Johnny Morris Wonders of Wildlife Museum Celebration.
September 21-23	<b>Secretary Zinke</b> will travel to Texas to attend the National Rifle Association's Women's Leadership Forum Summit.
September 27-29	<b>Secretary Zinke</b> will travel to Pennsylvania and New Jersey to visit Valley Forge National Battlefield, Independence National Historic Park, and the Gateway National Recreation Area.
October 2-10	<b>Secretary Zinke</b> will travel to South Carolina, Georgia, and Florida to tour DOI properties and visit the Everglades per the invitation of the Florida senators.

**To:** Katharine Macgregor[katharine\_macgregor@ios.doi.gov]; Richard Cardinale[Richard\_Cardinale@ios.doi.gov]  
**From:** Nedd, Michael  
**Sent:** 2017-08-17T19:41:49-04:00  
**Importance:** Normal  
**Subject:** Re: Leadership Announcement  
**Received:** 2017-08-17T19:42:39-04:00

FYI and awareness...

*Take care and have a wonderful day! : )*

*Michael D. Nedd*

*Bureau of Land Management,*

*Acting Director*

*202-208-3801 Office*

*202-208-5242 Fax*

*[mnedd@blm.gov](mailto:mnedd@blm.gov)*

*A thought to consider "Do all the good you can, in all the ways you can, for all the people you can, while you can!"*

On Thu, Aug 17, 2017 at 4:46 PM, Nedd, Michael <[mnedd@blm.gov](mailto:mnedd@blm.gov)> wrote:

In our continued efforts to strengthen communications, especially during this period of transition, I'm writing to you today with several leadership updates.

As you will recall, earlier this summer Secretary Zinke announced reassignments for members of the Department's Senior Executive Service (SES). As a result of those reassignments, two more of our peers, Amy Leuders and Bud Cribley, are moving to the Fish and Wildlife Service, effective September 3, 2017.

I have personally come to know and appreciate their passion, commitment and dedicated leadership to carrying out the Bureau's mission. Please join me in thanking both Amy and Bud for their very long and distinguished careers with the BLM.

Amy will be the FWS Regional Director in Albuquerque, New Mexico. Amy began her BLM career in 1984 and served in a number of key positions, such as State Director in both New Mexico and Nevada, Associate State Director in Nevada, Field Manager in Las Cruces, NM



and Mineral Economist and Program Analyst in Washington, D.C.

Bud will be the FWS Senior Advisor for Energy in Washington, D.C. Bud began his BLM career in 1975 and he too served in a number of key positions, such as State Director in Alaska, Deputy Assistant Director and Division Chief in Washington, D.C., Assistant District Manager and Field Manager in Winnemucca, NV, and various other positions in Arizona, Colorado, Montana and Utah.

As we say "so long" to both Amy and Bud and wish them the best in their new position, please also join me in thanking Aden Seidlitz, Karen Mouritsen and Mitch Leverette for agreeing to step in as Acting State Director for up to the next 120 days, beginning September 3.

Aden will serve as Acting State Director for New Mexico, where he is currently the Associate State Director. Aden began his BLM career in 1983 and has held a number of other key positions such District Manager, Boise ID, Acting and Associate Field Manager in MT, and various other positions in Alaska, Montana and Wyoming.

Karen is currently the BLM Eastern States Director and she will be heading to Alaska to serve as the Acting State Director. Prior to joining the BLM team, Karen was an attorney in DOI's Solicitors Office. She was motivated to make a career change to the BLM after serving on detail as an Associate District Manager. Karen also served in a number of other key positions in Washington, D.C., such as BLM Deputy Assistant Director for Energy, Minerals and Realty Management; BLM liaison to the Assistant Secretary for Land and Minerals Management; as well as the BLM Budget Officer. She also worked in the private sector as a Petroleum Engineer.

Finally, Mitch will fill in behind Karen as Acting State Director for BLM Eastern States. Mitch currently serves as Chief of the Division of Solid Minerals in the Washington Office. Mitch started his BLM career 30 years ago as a staff geologist in the BLM California State Office and worked across several mineral programs and in a variety of positions.

Thank you all for the work you do, day in and day out, managing America's public lands on behalf of all Americans. We are "BLM Strong" and working together we are making a difference!

*Take care and have a wonderful day! : )*

*Michael D. Nedd*

*Bureau of Land Management,*

*Acting Director*

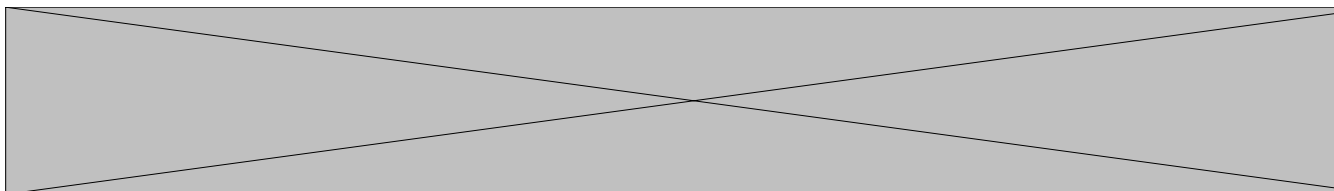
*A thought to consider "Do all the good you can, in all the ways you can, for all the people you can, while you can!"*

**To:** Amy Holley[amy\_holley@ios.doi.gov]; Elena Gonzalez[maria\_gonzalez@ios.doi.gov]  
**From:** Burns, Sylvia  
**Sent:** 2017-08-17T18:12:50-04:00  
**Importance:** Normal  
**Subject:** Fwd: ICYMI - Interior senior executives left in the dark amid reorg, reassignments  
**Received:** 2017-08-17T18:14:03-04:00

Didn't know if you guys saw this article about DOI's reorg, so am forwarding for your awareness.

----- Forwarded message -----

From: **Federal News Radio** <[newsletter@federalnewsradio.com](mailto:newsletter@federalnewsradio.com)>  
Date: Thu, Aug 17, 2017 at 2:29 PM  
Subject: ICYMI - Interior senior executives left in the dark amid reorg, reassignments  
To: [sylvia\\_burns@ios.doi.gov](mailto:sylvia_burns@ios.doi.gov)



August 17, 2017

## EXCLUSIVE

### Interior senior executives left in the dark amid reorg, reassignments

Senior executives at the Interior Department say recent reassignments have demoralized the SES corps and agency leadership has done little to involve them in planning for a coming reorganization.

## CONGRESS

### Senator renews request from OPM on Affordable Care Act ruling

Sen. Ron Johnson (R-Wis.) asked the Office of Personnel Management to explain why members of Congress and their staff continue to receive an

employer contribution towards their health insurance coverage.

**Advertisement**

## Cybersecurity Nexus 2017

Be a part of a global conversation with professionals facing the same challenges as you at the nexus—where all things cyber security meet. Register today!

### ASK THE CIO

## Navy's integration of privacy, cybersecurity part of Foster's lasting impact

Rob Foster's last day as the Department of Navy chief information officer is Aug. 18.

### VETERANS AFFAIRS

## Veterans get expanded college assistance under Trump

Trump signs legislation that removes 15-year time limit on using GI benefits and increases aid for thousands serving in the National Guard and Reserve

### COMMENTARY

Ask your security clearance questions – How well do you understand the clearance process?

Lindy Kyzer, senior editor for ClearanceJobs.com, helps you get to the bottom of challenges you and others may have with regards to security clearances.

## **FEDERAL NEWSCAST**

### **Government website developers may want to shift focus to mobile device access**

In today's Federal Newscast, new numbers the General Services Administration's Digital Analysis Program shows an increasing amount of use accessing government websites from their mobile devices.

## **FEDERAL DRIVE**

### **Fate of State's Global Criminal Justice Office in question**

The Trump administration is considering closing the State Department's Office of Global Criminal Justice.

## **FEDERAL DRIVE**

### **Forest Service sticks with original contractor, despite protest**

The Forest Service uses planes in wildfire suppression. The specs for one such plane landed the agency in the thicket of a protest.

## **FED PHOTO OF THE DAY**

## US Border Patrol Academy chief visits Canadian counterparts

Photos of the amazing, moving, important and amusing things happening in the federal community.

### FEDERAL REPORT

## Your retirement plan: 44 days and counting

Depending on whose calendar you use, members of Congress have about 44 working days left between Labor Day and the end of 2017.



[More Alerts](#)

[Click here](#) to contact us. [Unsubscribe here](#). Federal News Radio is located at 3400 Idaho Ave. NW, Washington DC 20016. [Privacy Statement](#).

--

**Sylvia Burns**, CIO

Office of the Chief Information Officer | US Department of the Interior

sylvia\_burns@ios.doi.gov | Office: 202.208.6194 | Fax: 202-501-2360

[www.doi.gov/ocio](http://www.doi.gov/ocio)

***Our mission is your mission***

**To:** David Bernhardt[dwbernhardt@ios.doi.gov]  
**From:** Jorjani, Daniel  
**Sent:** 2017-08-17T08:49:11-04:00  
**Importance:** Normal  
**Subject:** Fwd: for discussion  
**Received:** 2017-08-17T08:50:00-04:00  
OEPCorg.docx

I had Navaro speak to Noble to get a better sense of what OEPC actually does. Document attached. [REDACTED] (b)(5)

[REDACTED] (b)(5)

----- Forwarded message -----

From: **Navaro, Ann** <[ann.navaro@sol.doi.gov](mailto:ann.navaro@sol.doi.gov)>  
Date: Wed, Aug 16, 2017 at 4:30 PM  
Subject: for discussion  
To: Daniel Jorjani <[daniel.jorjani@sol.doi.gov](mailto:daniel.jorjani@sol.doi.gov)>

see attached re OEPC - i'd like to discuss what direction to go on this when you have a minute

Ann Navaro  
U.S. Department of the Interior  
1849 C Street NW  
Washington, D.C. 20240  
202-208-3125 (desk)  
202-510-4271 (cell)

## OEPC's four teams:

1. Natural Resources Management Team (NEPA Team)
  - a. Coordinates with CEQ
  - b. Oversees Bureau NEPA policies/procedures and other env. policies
  - c. Manages DOI technical and policy review of about 800 non-DOI projects per year
2. Environmental Management & Integration Team (EMI)
  - a. Coordinates compliance with RCRA, CWA, CAA etc for DOI facilities; system monitors and tracks permits etc (Env. Management System)
  - b. Facility resiliency and sustainable buildings
  - c. Leads work to improve efficiencies through env stewardship and sustainability
3. Resource Protection Preparedness Response and Recovery Team (RPPRR)
  - a. Purpose to minimize impacts to resources from all hazards incidents
  - b. Coordinate response to oil spills/hazardous substances releases
  - c. Support function for response and recovery for natural/cultural/historic resources
4. Environmental Cleanup and Liability Management Team (ECLM)
  - a. Central HazMat Fund
  - b. Lead for accounting for contaminated sites/asbestos in terms of environmental and disposal liability

## Stats:

- 46 employees
- 8 regional offices
- Library of guidance docs etc at: <https://www.doi.gov/oepc/library> (includes Env & Disposal Liabilities Identification, Document and Reporting Handbook; multiple Environmental Compliance Memoranda, Environmental Review Memoranda, Environmental Statement Memoranda; DOI NEPA procedures; ECLM Team documents)

## Observations:

- Across the 4 teams, unifying theme is that each team deals with cross-bureau environmental issues
- Teams play coordinating functions, issue Department-wide guidance, monitor bureau compliance/performance



- The ECL team has a directly corresponding SOL team in DLR

**To:** Todd Willens[todd\_willens@ios.doi.gov]; Aurelia Skipwith[aurelia\_skipwith@ios.doi.gov]; Casey Hammond[casey\_hammond@ios.doi.gov]; Marshall Critchfield[marshall\_critchfield@ios.doi.gov]  
**From:** Fink, Wendy  
**Sent:** 2017-08-16T09:30:37-04:00  
**Importance:** Normal  
**Subject:** Fwd: LEGISLATIVE REFERRAL: (DUE 8/22/17 @ 3 PM) HRG #49 - INTERIOR (BOR/USGS/OIA/FWS/BOEM/BSEE/BIA) Questions for the Record from 6/22/17 Hearing Re: Department of the Interior's Spending Priorities and the President's Fiscal Year 2018 Budget Request  
**Received:** 2017-08-16T09:30:46-04:00  
[HNRC.BOR.USGS.OIA.FWS.BOEM.BSEE.BIA.Responses.for Dept Review.docx](#)

----- Forwarded message -----

From: **Neavils, Joseph** <joseph\_neavils@ios.doi.gov>  
Date: Tue, Aug 15, 2017 at 6:09 PM  
Subject: LEGISLATIVE REFERRAL: (DUE 8/22/17 @ 3 PM) HRG #49 - INTERIOR (BOR/USGS/OIA/FWS/BOEM/BSEE/BIA) Questions for the Record from 6/22/17 Hearing Re: Department of the Interior's Spending Priorities and the President's Fiscal Year 2018 Budget Request  
To: Douglas Domenech <douglas\_domenech@ios.doi.gov>, James Cason <james\_cason@ios.doi.gov>, David Bernhardt <dwbernhardt@ios.doi.gov>, DS <gareth\_rees@ios.doi.gov>, "Communications (OCO)" <laura\_rigas@ios.doi.gov>, "Communications (OCO)" <Russell\_Newell@ios.doi.gov>, OST <Lee\_Frazier@ost.doi.gov>, OST <jerry\_gidner@ost.doi.gov>, OST <jerold\_gidner@ost.doi.gov>, SIWRO <Pamela\_Williams@ios.doi.gov>, SIWRO <Omero\_martinez@ios.doi.gov>, SIWRO <martin\_vongnechten@ios.doi.gov>, SIWRO <tracy\_goodluck@ios.doi.gov>, NISC <hilary\_smith@ios.doi.gov>, NISC <jamie\_reaser@ios.doi.gov>, NISC <stas\_burgiel@ios.doi.gov>, NISC <jhoset\_burgosrodriguez@ios.doi.gov>, NISC <stanley\_burgiel@ios.doi.gov>, OIG <Lori\_Vassar@doioig.gov>, OIG <bruce\_delaplaine@doioig.gov>, OIG <nancy\_dipaolo@doioig.gov>, NRDAR <mark\_huston@ios.doi.gov>, NRDAR <Emily\_Joseph@ios.doi.gov>, OCL Office <Matthew\_Quinn@ios.doi.gov>, OCL Office <Dominic\_Maione@ios.doi.gov>, OCL Office <Pamela\_Barkin@ios.doi.gov>, OCL Office <Chris\_Salotti@ios.doi.gov>, OCL Office <micah\_chambers@ios.doi.gov>, OCL Office <amanda\_kaster@ios.doi.gov>, OCL Office <blake\_deeley@ios.doi.gov>, A/S-PMB <Amy\_Holley@ios.doi.gov>, A/S-PMB <Denise\_Flanagan@ios.doi.gov>, A/S-PMB <Abigail\_D\_Miller@ios.doi.gov>, A/S-PMB <Olivia\_Ferriter@ios.doi.gov>, A/S-PMB <Scott\_Cameron@ios.doi.gov>, A/S-PMB <david\_downes@ios.doi.gov>, PPA <Shawn\_Buckner@ios.doi.gov>, PPA <Chloe\_Mayne@ios.doi.gov>, POB <adrianne\_moss@ios.doi.gov>, POB <jason\_freihage@ios.doi.gov>, POB <tiffany\_taylor@ios.doi.gov>, POB <patrick\_joos@ios.doi.gov>, ONRR <anita.gonzales-evans@onrr.gov>, ONRR <onrrcongressionalaffairs@onrr.gov>, ONRR <matthew.mckeown@sol.doi.gov>, OHR <mary\_pletcher@ios.doi.gov>, OHR <raymond\_limon@ios.doi.gov>, OHR <Kermit\_Howard@ios.doi.gov>, OHR <Martin\_Pursley@ios.doi.gov>, OHR <Jonathan\_Mack@ios.doi.gov>, OHR <Christopher\_Lawson@ios.doi.gov>, OHR <Jodi\_Vargas@ios.doi.gov>, OHR <Donna\_Riley@ios.doi.gov>, OPEC <michaela\_noble@ios.doi.gov>, OPEC <bryan\_arroyo@ios.doi.gov>, PEL <edward.mcdonnell@sol.doi.gov>, OVS <Tanya\_Henderson@ios.doi.gov>, OVS <john\_ross@ios.doi.gov>, OVS <timothy\_hansen@ios.doi.gov>, OVS



<shirley\_milli@ios.doi.gov>, OCA <Liza\_M\_Johnson@ios.doi.gov>, A/S-IN  
 <nikolao\_pula@ios.doi.gov>, A/S-IN <Stephen\_Sander@ios.doi.gov>, A/S-IN  
 <basil\_ottley@ios.doi.gov>, A/S-IA <Liberty.Metcalf@bia.gov>, A/S-IA  
 <Darren.Pete@bia.gov>, A/S-IA <Karen.Frazier@bia.gov>, A/S-FWP  
 <maureen\_foster@ios.doi.gov>, A/S-FWP <wendy\_r\_fink@ios.doi.gov>, FWS  
 <marian\_howe@fws.gov>, FWS <taylor\_pool@fws.gov>, FWS <devin\_helfrich@fws.gov>,  
 FWS <lisa\_m\_jones@fws.gov>, FWS <alyssa\_hausman@fws.gov>, FWS  
 <Martin\_Kodis@fws.gov>, FWS <angela\_gustavson@fws.gov>, NPS  
 <Melissa\_Kuckro@nps.gov>, NPS <Susan\_Farinelli@nps.gov>, NPS  
 <Sarah\_Gamble@nps.gov>, A/S-WS <kerry\_rae@ios.doi.gov>, A/S-WS  
 <andrea\_travnicsek@ios.doi.gov>, USGS <jjester@usgs.gov>, USGS <cong\_liaison@usgs.gov>,  
 BOR <MMAUCIERI@usbr.gov>, BOR <R.Wolf@usbr.gov>, BOR <ksabo@usbr.gov>, BOR  
 <ctrent@usgs.gov>, A/S-LM <Richard\_Cardinale@ios.doi.gov>, A/S-LM  
 <Pam.Royal@boemre.gov>, A/S-LM <pam.royal@bsee.gov>, BLM  
 <William\_E\_Holmes@blm.gov>, BLM <michelle\_reid@blm.gov>, BLM <jralston@blm.gov>,  
 BLM <mgins@blm.gov>, BLM <wholmes@blm.gov>, BLM <mareid@blm.gov>, BOEM  
 <edward.tilton@boem.gov>, BOEM <troy.ezell@boem.gov>, BOEM <Lee.Tilton@boem.gov>,  
 BOEM <mitchell.hoskins@boem.gov>, BSEE <Julie.Fleming@bsee.gov>, BSEE  
 <ryan.underwood@bsee.gov>, BSEE <melissa.whitlock@bsee.gov>, SOL-GL  
 <rachel.spector@sol.doi.gov>, SOL-IA <lawrence.williams@sol.doi.gov>, SOL-IA  
 <lamont.brown@sol.doi.gov>, SOL-IA <eric.shepard@sol.doi.gov>, SOL-PW  
 <Kathleen.Aiken@sol.doi.gov>, SOL-PW <Carolyn.Burch@sol.doi.gov>, SOL-PW  
 <peg.romanik@sol.doi.gov>, SOL-PW <louise.milkman@sol.doi.gov>, SOL-WR  
 <keith.saxe@sol.doi.gov>, SOL-WR <scott.bergstrom@sol.doi.gov>, SOL-WR  
 <carter.brown@sol.doi.gov>  
 Cc: OCL Office <Joshua\_Mahan@ios.doi.gov>

**DEADLINE: TUESDAY, AUGUST 22, 2017 @ 3 PM**

**DEPARTMENT OF THE INTERIOR**

**LEGISLATIVE COUNSEL REFERRAL**

**Date:** August 15, 2017  
**To:** Legislative Liaison  
**From:** Josh Mahan (208-6340)  
**Contact:** Joe Nevils (208-4580)  
**Subject:** HRG #49 - INTERIOR (BOR/USGS/OIA/FWS/BOEM/BSEE/BIA)  
 Questions for the Record from 6/22/17 Hearing  
 Re: Department of the Interior's Spending Priorities and the President's  
 Fiscal Year 2018 Budget Request

**These responses pertain to the following Departmental bureaus: Bureau of Reclamation, USGS, Office of Insular Affairs, FWS, BOEM, BSEE and Bureau of Indian Affairs.**

**Please send agency comments or respond with a "no comment" to [Joshua Mahan@ios.doi.gov](mailto:Joshua_Mahan@ios.doi.gov) and [Joseph Nevils@ios.doi.gov](mailto:Joseph_Nevils@ios.doi.gov) by the deadline above.**

Attachment(s): 1

--

**Joseph Nevils**  
Legislative Assistant

Department of the Interior  
1849 C St, NW 20240  
(202) 208-4580 (O)  
(202) 208-7619 (F)

--

**Wendy R. Fink**

Counselor to the Assistant Secretary for Fish and Wildlife and Parks  
U.S. Department of the Interior  
1849 C St NW | MS 3145 | Washington D.C. 20240  
P|202.208.4615